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Allis-Chalmers is carrying out in a splendid farm-paper campaign for Uncle Sam the sound policy of talking to people in terms which mean something in their daily life work. Here at the left is a reduction from the top half of a typical ad in a three-month campaign in 50 farm magazines, in which 125 prizes are offered for the best letters on "Why Farmers Should Buy War Bonds." They also have a two-month spot radio campaign on 40 stations, another campaign to bankers in farm states.

Farmers know what cutworms and corn borers do; they will get the point that bombers bought with war bonds can spray the pests before they riddle the corn stalk. Hats off to Allis-Chalmers for advertising which is

both smart and patriotic!

GAZINE OF MODERN

You should know their dad ... he's got what it takes!



Lucky farm youngsters! They're Lou and Irene Downey, whose pictures appear on the cover of the June issue of Successful Farming. And they're lucky because their dad is one of those fortunate farmers of the never-failing soil of the Upper Mississippi Valley states, Heart of Agricultural America. His farm is a factory. Year in and year out, he and his farmer-neighbors of the Heart earn more than hat at the national farm income. Naturally, this means that his family enjoys more of the comforts and luxuries of life—more of the goods you have to sell! That is why we say these two youngsters are lucky.

Fathers, mothers, sons and daughters—thes Heart-farmer readers of Successful Farming for a market too large—too consistently able to be —too broad in its demands to be overlooked any sales campaign.

To catch their eyes, their minds, their buyin dollars — speak to them through Successful Farming. For the close, personal, intimate contact of its editors with its readers gives Successful Farming's pages an influence that exerts itself to both the living and buying habits of more that 1,200,000 better-than-average subscribers.

Successful Farming readers have come to loo on it as more than a magazine. To them it is counselor, a guide, a trusted friend, in who they have a staunch and deep-rooted confidence—a confidence generated by 40 years of suppling them with authentic, usable information of farm business and farm bomes.

Backed by this confidence and undiluted to the waste of "urban" subscribers already reaches by other media, Successful Farming will give better balance to any selling program. Meredit Publishing Company, Des Moines, Iowa.

The Best Farm Families
in the Best Farming Region
in the Best Farming Region
are your Best Customers
are your Prefer
and they Prefer

SUCCESSFUL FARMING

Sales Managers—Attention!

Reprinted from May 11th Advertising Age, May 22nd Printers' Ink, June 1st Tide, June Advertising & Selling

MAKING HISTORY



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The BIG Magazine of the Building Field

... with the biggest advertising lineage in PRACTICAL BUILDER

... During 1942 while other building industry magazines are showing losses, Practical Builder shows gains for the first six months.

... not only gains in lineage, but in dollar volume—and substantial gains in *paid* circulation.

What does this signify?

It means that PRACTICAL BUILDER's horizontal circulation offers more coverage and penetration, by many, many thousands, of all types of contractor-builders who are building defense homes, factories, farm buildings — and who are doing extensive remodeling and repair work on homes, commercial buildings, etc.

Coverage — penetration — that's it! Important not only for adequate exposure to today's market — but for tomorrow's, when the bulge of war building is over and manufacturers will again need a large number of small orders to keep their plants going. So, PRACTICAL BUILDER is doing a double job selling for today and FOR TOMORROW—and smart advertising buyers know it.

PRACTICAL BUILDER has always had more gross contractor circulation than any other publication (close to 70,000)—but today it has more PAID contractor - builder circulation (by several thousand) than any other magazine in the industry.

In fact, these "tough times" are really proving PRACTICAL BUILDER. We have never been a "cream of the crop" publication reaching the "relative few"—nor were we ever confined by any other limitations—so that we don't have to change our story today, or our function, to meet a new set of conditions.

We just go on emphasizing the main point—that PRACTICAL BUILDER is, always has been, a brass tacks magazine for all builders with an editorial formula that is the proven commondemoninator of interest to all building contractors regardless of their type—the "how" and "why" of construction—methods, equipment and materials.

It is in recognition of this that PRACTICAL BUILDER carries more advertising in the first six months of '42 over '41—increased dollar volume and constantly increasing paid circulation—and this trend continues up.

"Success needs no apology"

PRACTICAL BUILDER

One of Industrial Publications, Inc., Group

59 East Van Buren Street

Chicago

JUNE 15, 1942



Horse-and-Buggy Business

Horse-and-buggy days are here again, they'll tell you at Kauffman's, a New York firm in the business of importing, making and dealing in saddlery, riding goods and a thousand and one horsy accessories. Not that the horse ever completely disappeared. In the 67 years of its existence, Kauffman's has catered to many buyers—to those who used horses as automobiles later came to be used; in recent years, to those who owned or rented saddle horses; and now, to war workers, riding for the first time in their lives, and to suburbanites who have recently bought horse-drawn conveyances as a solution to their transportation problem.

Founded in 1875 by the father of the present owners, Ike and Jake Kauffman, the firm has been in its present building, at 139 E. 24th Street (in the old horse-trading section), since before the turn of the century. The building is said to be 100 years old, and it looks it. It is two stories high, the upper level a balcony from which buyers used to call their bids for the horses that were sold on the ground floor. There isn't much system about stock, and an item is likely to be found in any one of five different places. On the balcony there are saddles by the hundred, and a few old pony carts and other vehicles. There's also the work-table of Louis Heilman, leather craftsman formerly with Martin & Martin, who makes and repairs harnesses and saddles with loving care. Just now the company is doing a brisk business in "wagons" (trade



Looking out on a dusty, truck-crowded street of lower New York, this nag stands guard before Kauffman's, where you can buy anything related, however remotely, to horses.

term to cover all horse-drawn vehicles, such as surreys, runabouts, buggies, etc.), most of them being sold directly from a warehouse a few doors away.

There's a Gay Nineties flavor to Kauffman's, with its hitching posts (statues of jockeys and colored boys), lanterns, stuffed horses, whips, books on horses, clocks, decorated hunting glasses, and hundreds of other assorted items. There's a big stock of martingales, surcingles, hackamore bridles, spurs, bits, snaffles and other paraphernalia unfamiliar to most of our generation. Much of this merchandise is old, but that does not impair its usefulness. There has been some demand for it throughout the years, not only from owners of horses, but from collectors too. Women have also been wearing horsy regalia as jewelry or other ornamentation, and decorators have used it in some of their smartest interiors.

Through the years there has been a steady turnover in carriages, buggies and carts, bought from estates and sold chiefly to museums and theatrical and motion picture producers. During the last few months a new kind of buyer has appeared—the country dweller who is using Old Dobbin in place of the family car. Kauffman scouts know how to "smell" out an idle "wagon," and a number of old-timers have been put back on the market. The trouble is, firm members are being written up and invited to talk on the radio, and that makes them have to pay more for the vehicles.

At this writing the firm has just issued a mimeographed list of wheeled goods for sale at prices from \$75 to \$475. Of 60 items listed, only four can be had for less than \$100, and the majority are priced at more than \$150. For \$475, highest figure listed, you can get a George IV phaeton with rubber tires. For \$425 there's a surrey of natural wood, with top, and rubber tires. Steel-tired vehicles come lower—a black buckboard with red trim and steel tires is listed at \$160. Breaking carts are the least expensive, one with rubber tires costing only \$75.

With importations cut down, Kauffman's would suffer now—were it not for the fact that large stocks have been accumulated in the past. Priorities have reduced the supply of American-made goods, of course. Even the handful of buggy makers who operated until recently have now turned to war production. But there's plenty in Kauffman's store and warehouse, apparently because of a policy based on never refusing to buy anything related, even remotely, to horses.

Near the front of the store there's a big show-case filled with harness oil and horse remedies, which are still being manufactured and packaged according to methods in vogue 40 years ago. Bottles and packages are black-and-white or in neutral colors, with old-fashioned lettering, in fine print. There are few illustrations and these are usually line drawings of horses or men with big hats and long beards—probably founders of the manufacturing firms.

Most of the people on the staff are along in years. One, Mr. McKinley, used to serve President Grover Cleveland and the first Teddy Roosevelt (but not his namesake, President McKinley). The sales manager, F. E. Robinson, is young and progressive, and a bit apologetic about the antique flavor of the establishment—though he admits it is an asset in such a business. Just now he is busier finding sources of merchandise and buying than he is with sales problems. He is a registered judge of saddle horses and has his own horse farm, and is also general manager of a perfume company. These activities, together with his job at Kauffman's, keep him pretty busy.

Consider the Greeting Card

The greeting card is a century old this year. According to The Greeting Card Industry, New York, an organization of 70 publishers producing 90% of the nation's total, three billion cards will be sold in 1942—proof that the centenarian is by no means senile.

"There is no occasion within the life span of an individual for which an appropriate greeting card, suited to every age, taste, event and mood, cannot be found," explains S. Q. Shannon, director of The Greeting Card Industry.

Sales Management, published semi-monthly, on the first and fifteenth, except in April and October, when it is published three times a month and dated the first, tenth and twentieth; copyright June 1, 1942, by Sales Management, Inc., 34 North Crystal Street, East Stroudsburg, Pa., with editorial and executive offices at 386 Fourth Avenue, New York, N. Y. Subscription price \$4.00 a year in advance. Entered as second class matter May 27, 1942, at the Post Office, E. Stroudsburg, Pa., under the act of March 3, 1879. June 15, 1942. Volume 50, No. 13.



SWAN SOAP dived into a hot competitive market in Milwaukee last fall and bobbed up among the sales leaders in a short four months! Starting from scratch in September, 1941, Swan showed up in the 1942 Consumer Analysis as the bath soap of 18,885 families, placing fifth in consumer preference among 75 brands of soap in the market. It was also the choice of 12,590 families for toilet soap—seventh among 89 brands. And even broke into the white laundry soap field with 7,202 families.

That's getting ahead fast for a youngster—but there was no secret legerdemain in the success formula. A barrage of newspaper advertising—in The Milwau-

kee Journal exclusively—again showed how to put a new product into the greatest number of Milwaukee homes and do it quickly and economically.

—and how to hold a market and gain new customers

While Swan was showing how to be a sensational first year success, several consumer favorites in the soap field were also showing how to hold old customers and gain thousands of new buyers.

The 1942 Consumer Analysis shows that Sweetheart soap held onto second place in consumer preference as d added 2,000 new family customers.

Duz, in its third year in Milwaukee, added 24,000 new families to its customer list. Rinso gained 12,000 new family users; Oxydol, 15,000; Lux Flakes, 16,000; Ivory Flakes, 9,000.

One tactic these sales leaders have in common—they are consistent advertisers in The Journal, and most of them use this newspaper exclusively in Milwaukee.



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THE MILWAUKEE JOURNAL

JUNE 15, 1942



WHY DO YOU HAVE TO PRINT THAT?

- Being Americans, all of us would fight for the right to our own opinions. This is our freedom of thought, our freedom of speech. And yet some of us, being human, occasionally lose patience with those who differ from us. We become so furious that we don't think they have the right to express themselves. We say such persons "shouldn't be allowed to talk," quite overlooking that we are denying them the very privilege we ourselves would battle for.
- You would be surprised at the bitterness people often show when a newspaper publishes any viewpoint contrary to their viewpoint. They not only damn us angrily for stating our own thinking in our editorials. They become equally wrathful if we quote someone in an interview. They snarl just the same: "Why do you have to print that?"
- They overlook that the newspaper is a keystone of democracy in the measure that it is an expression of free opinion. It embodies the very thesis of democracy—that every man is entitled to his own opinion, is entitled to voice his opinion.
- No newspaper in America has done more than The Memphis Press-Scimitar to uphold in its city the principle of free discussion. No newspaper has fought more courageously for minority causes. Or for the right of the minority to express itself. The violent criticism of labor unions, of cotton barons, of local political gauleiters, has never deterred it from fulfilling its conception of the newspaper's role in democracy.
- By this course The Press-Scimitar has won the deepest respect, and then the deepest accord with its readers. It is intensely productive for advertising for this basic reason.

MEMPHIS PRESS-SCIMITAR

"Whether it's a birthday greeting to your mother-in-law, 'Mother of the One I Love the Best', a gay little invitation to a child's party, or a pert message to a sick friend insisting that he or she get well, there's an appropriate greeting card for scores of specific purposes awaiting the sender's selection.

"There are cards that say: 'Tonsils Are Just a Pain In the Neck'; cards that query 'Why Don't You Write?' and cards that express good wishes, as 'Success In Your New Venture'. Birthday cards can be found from 'Birthday Wishes For The Twins'; and new arrivals are heralded with 'Congratulations on Increasing the Population'."

Cards are classified as "Seasonal" and "Everyday." The first covers nearly every holiday on the calendar. "For each holiday there is an appropriate variety of both secular and religious designs."

Everyday cards include "birthday cards of both a general and humorous nature, suitable for friends and relatives, appropriate for all people of all ages;" announcements of engagements, weddings, an anniversary, etc.; expressions of friendship and sympathy; invitations to parties and showers; cards for men in the armed forces. The list could be extended further.

Originally it was not so long. The first known greeting card, drawn by W. M. Egley, in England in 1842, pictured diners around a festal board, skaters, carol singers, Sir Roger de Coverly dancers, etc. Its wish, "a Merry Christmas and a Happy New Year to You," has been repeated billions of times on the cards that followed. That first card is now in the British Museum, London.

Before Pioneer Egley, the ancient Egyptians used hieroglyphic salutations on their papyrus letters; Saint Paul used "Grace to you and Peace" in his Epistles; knights and ladies of the Middle Ages exchanged garters, gloves and handkerchiefs. Essentially these were all forerunners of the modern greeting card.

In the U. S. the first greeting cards were the work of a Boston lithographer, Louis Prang—an exile of the German revolution of 1848—who reproduced many fine paintings. Other firms followed in his footsteps. In the beginning they published only Christmas cards, but soon the line broadened to cover additional holidays. This expansion still continues, with no let-up in sight.

In 1940 (latest year for which figures are available) \$50,000,000 worth of stamps were licked by senders of greeting cards and by industry members. That was about 10% of the total postage revenue. In the same year the industry paid almost \$2,000,000 in taxes, 85% of which went to the Federal Government. Today both figures are considerably higher.

When Uncle Sam began calling his nephews into uniform the greeting card manufacturers went into heavy production on designs with a martial atmosphere. By May, 1941, a sizeable series of service men's cards was in retailers' hands. But since the Day of Infamy, December 7, the demand for cards with soldiers, sailors and marines on them has kept the makers panting for breath. Almost every family in the country has one or more members in uniform. They are not forgotten, and they don't forget the folks back home. About 25,000,000 greeting cards have been bought to send to service men since the war began, 5,000,000 by the boys to send home.

Nearly 1,000 designs depicting every branch of the fighting forces have been created by the prolific and ingenious publishers—over 500 of which are on view in the Industry offices. They show a tremendous improvement over the namby-pamby cards of wartime 1918. Then a poorly-drawn baby doll sat on a seashore and said:

A lone little maid in the U. S. A. Is thinking hard of you today. And not because she's feeling blue, But 'cause she LOVES to think of you.

Present day cards, besides being better artistically, are "mechanized" in step with the times. For example, one showing a bugler on the outer flap, says, "Wake up, soldier! It's your birthday!" Opening the flap causes a grinning doughboy to pop out of his tent. Pop-ups and action cards are numerous. Mirrors, bits of feathers, cord, cloth and other trimmings are frequently fastened to cards as essential parts of jokes and gadgets.



Straight Bourbon Whiskey-100 Proof-This Whiskey is 6 Years Old. Schenley Distillers Corporation, New York City

JUNE 15, 1942

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Significant Trends

As seen by an editor of Sales Management for the fortnight ending June 15, 1942:

That 100-75 Order

FOR NEARLY A MONTH now manufacturers and shippers have been worried and uncertain about the enforcement of Directive Order No. 5, of the Office of Defense Transportation—the one which states that trucks must be loaded to 100% of capacity on outbound trips and up to

75% of capacity for the return voyage.

So much criticism was directed at the order requiring a 75% return load that Commissioner Eastman has postponed its effective date to July 1, and there is a very strong possibility that the ruling may be modified before it goes into effect, since hundreds of wholesalers and other private shippers have presented convincing evidence that it is impossible to get return loads in a substantial amount. It would seem to be a fair guess that when that part of the order goes into effect it will apply to trucks going into terminal markets but will not apply to those which tap territories from which return loads cannot be secured.

Some national advertisers have jumped to the conclusion that they will not be able to deliver their merchandise to the small towns and rural areas; we believe from a study of the rulings and from contacts with organizations which are selling in that field that their fears are unwarranted and exaggerated for these reasons: That part of the order calling for 75% return loads is not going into operation before July 1, may be killed, and almost certainly will be modified. Even if it is not changed, the commercial trucking companies can probably handle these deliveries, and even if the volume puts too much of a strain on their facilities, manufacturers still have fast and efficient railroad freight and express service.

The American Trucking Association is setting up a series of clearing depots on a cooperative, non-profit basis. These depots are described as "a place where carrieds with excess freight would get in touch with carriers of empty

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Two other breaks which shippers have received from the ODT are contained in Order No. 6. Under this order, trucks which do not go out more than 25 miles from the headquarters city and which return that same night, do not have to observe the 100-75 Order. In the same modifying directive, driver-salesmen handling bread, groceries, ice-cream, soft drinks and tobacco, are ordered to reduce their delivery mileage by 25% as compared with the corresponding month of 1941 but they will be exempt from requirements imposed upon trucks covering longer distances.

Waves of Post-War Planning

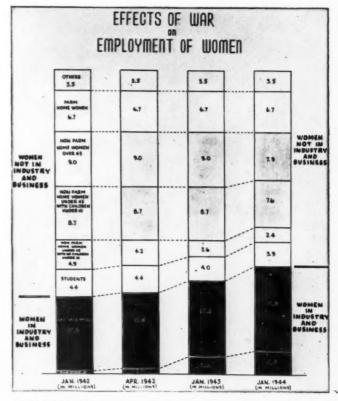
FOUR FAVORABLE FACTORS and three unfavorable ones which will be in operation when the war ends, were outlined by Arthur R. Upgren, Chief of the National Economics Unit at a recent luncheon-meeting of the New York Chapter of the American Marketing Association.

The four favorable factors are these: (1) National income will be at a high level when the war ends. (2) The need for all types of goods—especially civilian goods will be great. Economically one of the greatest distinctions between our handling of this war and the first World War is that there was very little cutting down of civilian production in 1917 and 1918 with the result that manufacturers, dealers and consumers were well stocked when peace came. (3) Consumer debt will have been greatly reduced through the virtual elimination of time payment selling during the War. (4) Heavy savings accounts and War Bond investments will provide a financial cushion during the change-over period.

On the unfavorable side, Mr. Upgren lists the high rate of taxation—although the country can rightfully expect a reduction of as much as 40% of the levels which will prevail in 1943, lack of a liquid position in many companies and industries, and the possibility of a temporary decline in national income during the period of reconversion of plant facilities to peacetime pursuits.

Detail Men Being Eliminated

THE TIRE AND GAS PROBLEM plus product shortages in many fields is causing many manufacturers, especially in food and drug fields, to make slashes in their force of detail (missionary) men. A contributory reason is that at this time most jobbers do not want the orders that detail men turn in-because, so the jobbers say, the detail men



18,000,000 Women in Industry by 1944: This chart, developed by the Research Department of Pedlar & Ryan, Inc., New York advertising agency, is built from very careful estimates of present and future effects of the war upon the employment of women. In January, 1942, there were approximately 27,000,000 non-farm women not engaged in industry or business; 12,300,000 in industry and business and 500,000 in war work. These estimates indicate that by January, 1944, 4,000,000 women will be engaged in war work. 14,000,000 in 10 war work. These estimates indicate that by January, 1944, 0,00,000 women will be engaged in war work, 14,000,000 in other business and industrial enterprises and only 21,800,000 non-farm women who will be living the theory, "Woman's place is in the home." usually overload the dealers. Because of product shortages, one of our subscribers was going to cut his consumer and trade advertising by 20% or more but, before the slash was made, circumstances made it seem desirable to cut his staff of 180 detail men by two-thirds. Now he has *increased* his advertising appropriation by 30%. With the cutting down of detail men comes the need for a greater volume of business paper advertising and direct mail in order to inform and sell the retail trade.

The super markets are in a bad spot because of the cutting down of civilian automotive travel, the operation of the Price Ceiling Act and product shortages. They are unable to make the attractive week-end special prices on their private label brands and consequently the national advertiser in the food field has an almost unparalleled opportunity to establish himself more firmly with the public, but to do this in fields where shortages exist may call for an advertising appropriation which is higher on a per-case basis than would be considered sound practice in normal times. He would be building for the future instead of looking for the largest possible immediate profits.

Goodbye Inter-State Barriers

ONE GOOD RESULT OF THE WAR is that something is being done about inter-state trade barriers. State's rights are more sacred in normal times than they are during an emergency and because it is so obvious that internal barriers have been impeding the war effort, the President won an easy victory at his conference early last month with officials of the 48 states. The enforcement of state laws regarding size and weight maximums on trucks greatly delayed the delivery of war goods, thus wasting time, manpower, gasoline, tires, and truck carrying capacity. On June 2, Secretary of Commerce Jones announced that all of the 48 states had agreed upon a program to eliminate these conflicting state motor truck laws.

The Siamese Twins

DEMOCRACY AND SELLING are Siamese twins—so said Walter D. Fuller, president of the Curtis Publishing Co., in a recent address. "They live together and die together. Wherever democracy has died in the world the selling way has died with it. Wherever the selling way has died, something of democracy has died too . . . All the while that advertisers have been selling their products they have been building America. Every unsatisfied desire for the goods and products of our factories has been a stimulus to our way of life. Men with desires are men who satisfy their ambitions with productivity. Men without desires lack incentive to work. It is advertising that fans the spark of desire into action. By creating demand for the products of our mills advertising has necessitated factory expansion, increased employment and national wealth. Advertising, providentially, has mothered the necessity of the invention of our mass production technique.

"Great markets oil the machinery which provides employment and payrolls in industry. If America had been careful about this oiling operation we certainly could have lessened and perhaps even have prevented the depression of the 30's. Do you realize that in that era there were an estimated six million homes in this country which did not have bath tubs? There were ten million rural homes without central heat. There were 18 million without telephones. We could have produced and financed these needs and more. We failed to do the selling job. We failed to make desire strong enough. We failed to make people want those things hard enough so they would go out and find ways to earn them."

Significant Shorts

More Reading of Ads Today: Recently the Daniel Starch Organization completed a survey which indicates greater visibility and greater readership of advertising. They went through copies of The Saturday Evening Post and Life for the first three months of 1941 and then went through similar issues of 1942 and selected representative ads of products which were advertised one or more times in both years. Taking 100 as the base figure, representing the score for the 1941 advertisements, the item of visibility shows an increase to approximately 150 in 1942 among a representative consumer jury, while readership increased from 100 to about 160. . . The continuing newspaper studies conducted by L. M. Clark & Co., point to a much greater headline reading of editorial copy, and a cutting down of the amount of small body type which is read. Perhaps here is a tip for men who plan ads-to pack a lot into the headlines.

Newspapers Please Copy: Not long ago the advertising manager of a large national advertiser told a SALES MANAGEMENT editor that radio salesmen are not any smarter as individuals than those representing competitive forms of advertising but they are different because they always sell radio as an essential medium, whereas so many newspaper and magazine men make the mistake of implying that their particular newspapers or magazines are good but all their competitors stink to high heaven. He may have something there, for certainly we have never seen any such cooperation as was given last week by WJZ's manager, John H. McNeil, to a competitive station and network. He sent out a letter to 400 grocers in the New York metropolitan area urging them to cooperate with Welch Grape Juice in its sponsorship of the "Dear John" program on the Columbia Broadcasting System.

"We're mighty sorry to see the Welch Company go, but our relations with Welch have been fine for nine years and we ask you to go on making the program's success your success." The letter concludes with a plea for continued use of Welch displays and featuring of Welch products in windows and on counters, despite the fact that network, station, and time will be changed in the near future. These same grocers have received many letters promoting magazine, newspaper and radio campaigns but, in all probability, they never before have received a letter from anyone urging coöperation with a direct rival.

How To Keep Dealers Alive: To the splendid plan of the Carrier Corp. which was outlined on page 22 of SM for June 1, add what the Crosley Corp. is doing to keep its distributors alive. When the Government restricted appliance lines, the sales department set about systematically to investigate lines which would not be restricted, and as rapidly as these were found Crosley distributors were notified and put into a position to obtain the unrestricted merchandise. More than 60 out of 75 Crosley distributors have taken on such lines as wallboards, chests, paint, furniture, china, unpainted wooden furniture, work clothes, ice boxes, mirrors and specialty glass products.

And, Speaking of Glass: Many a priority-struck industry is continuing production, thanks to improvements in glass. Glass can now be found at the bottom of doors serving as kicker plates instead of metal. Glass sinks and drain boards are replacing kitchen equipment normally made of metal. It is being used as a substitute for metal on the tops of steam tables in restaurants. Shelves for office equipment, recording discs, flower boxes, radiator coverseven burial urns today are made of glass.

PHILIP SALISBURY



Lowes



Lunding



Blumenschine

NEWS REEL

Joseph E. Lowes, Jr., is appointed advertising director of Fairchild Engine & Airplane Corp., N. Y. He leaves the account executive staff of Ruthrauff & Ryan, N. Y. ad agency, to assume his new duties. Previously he had been director of advertising and publicity of United Aircraft Corp.

GEORGE F. WEISENBACH, formerly with the advertising department of Firestone Tire & Rubber Co., is named advertising manager of Seiberling Rubber Co., Akron.

F. J. LUNDING succeeds M. H. Karker, r. J. LUNDING succeeds M. H. Karker, now board chairman, as president of Jewel Tea Co., Barrington, Ill. Mr. Lunding, formerly executive vice-president, has been with the company for 11 years in varied posts. Mr. Karker, president for the past 18 years, served for the previous 17 years in the U. S. Navy, rising to a commander's rank.

WILLIAM C. JOHNSON succeeds Walter Geist, now president, as manager of the general sales organization of Allis-Chal-mers Manufacturing Co., Milwaukee. Mr. Johnson was formerly sales manager of the crushing and cement division.

Leonard G. Blumenschine succeeds Guy Lemmon, resigned, as president of Hecker Products Corp., New York. President Blumenschine will continue as president of The Best Foods, Inc., in which Hecker Products holds a 71% stock interest, a post he took over in 1935. He has been with Hecker since 1924.

N. E. MALONE moves from advertising manager to merchandising manager of Seiberling Rubber Co. He started as a salesman with the New Orleans branch of Goodyear, becoming sales promotion manager in 1937. Two years later he joined Seiberling.



Weisenbach



Johnson



Malone

A Cook's Tour Through The Maze Of The Amazing Vitamin Industry

Aviators need them for night vision; city children need them to supply "sunshine." Merchants need them most of all, for little vitamins have become big business. Today's sales of \$200,000,000 represent a ten-year growth of 2,500%. Vitamins now constitute a third of total drug products values.

BY RUTH FYNE

becoming as important to the drug and food fields as they are to the human body. America has fast developed into the most nutrition-conscious nation in the world. People want "enriched" bread and flour, "fortified" candy and beverages; they clamor for vitamin capsules.

The growth of the vitamin industry since the late twenties, when they were first placed on the market commercially, may be attributed in large part to three major factors: The educational campaign carried on by consumer publications; the Government's aggressive nutrition program; and competition in the drug and food fields.

Probably never in our history has proper nutrition been of more importance than it is today. The wartime race for production demands that every worker be in peak condition. If current reports are true, 350,000,000 man days were lost last year among industrial workers because of illness and accident . . . this year that would be intolerable. That's why little vitamins have become big commercial business.

What Are Vitamins?

Vitamins are organic chemical compounds present in foods of animal and plant origin, in minute amounts. Science has developed ways of making many of the vitamins synthetically. No one vitamin, however, can take the place of another. All are essential to health. Deficiency in vitamin consumption seriously impairs bodily functions, rendering the person liable to beri-beri, pellagra, scurvy, rickets, xerophthalmia, etc.

There are six vitamins of particular commercial importance at the present time. These are the "fish oil" vita-

mins A and D; three of the B-complex group, namely B₁ (thiamine), B₂ (riboflavin and also known as vitamin G) and niacin (nicotinic acid); and, sixth, vitamin C (ascorbic acid). All excepting A are manufactured synthetically, although some D is obtained along with A from fish livers.

Vitamin E (the anti-sterility vitamin) and Vitamin K (used in surgery) are of growing professional interest, but do not yet have as wide distribution commercially.

Who Makes Vitamins?

Producers of vitamins can generally be classified in two groups: Those who make and sell the vitamin extract in bulk; and those who produce the commercial vitamin capsule we all know.

Leading companies in the first group include: Commercial Solvents Corp., Hoffmann-La Roche, Inc., Merck & Co., Inc., National Oil Products Co., Charles Pfizer & Co., Inc., and Winthrop Chemical Co., Inc.

Manufacturers of vitamin capsules are almost too numerous to list. Patents limit the number of vitamin producers but nothing limits the number of capsule marketers. The number of labels under which capsules are being sold today is prodigious.

First to get into the vitamin field were some of the long-established pharmaceutical houses: Abbott Laboratories; E. R. Squibb & Sons; Parke, Davis & Co.; and Eli Lilly & Co. Drug companies such as McKesson & Robbins, Inc., United Drug Co. and others, which directly cater to chain organizations, were quick to see the opportunities in the vitamin field. Within the past few years, many companies not connected with the phar-

maceutical trade have begun to commercialize on this limitless market. Hi-V Vitamin Corp., Lever Brothers Co., Grove Laboratories, Inc., and dozens of others climbed on the vitamin bandwagon.

Any list of leading vitamin distributors would include:

Abbott Laboratories, Grove Laboratories, Inc., Hi-V Vitamin, Inc., Hoffmann-La Roche, Inc., International Vitamin Corp., Lever Brothers Co. (Vimms), Eli Lilly & Co., Mead Johnson & Co., Miles Laboratories, Inc., Norwich Pharmacal Co., Parke, Davis & Co., Sharp & Dohme, Stewart & Ross Corp., United Drug Co., United States Vitamin Corp., The Upjohn Co., Vitamins, Ltd., Vitamins Plus, Inc. (owned by Vick's).

What Outlets Sell Vitamins?

Vitamin products of many of the well-established pharmaceutical firms are retailed only through recognized drug stores, or on a prescription basis. This is true of such firms as Hoffmann-La Roche, Squibb, Abbott, etc., but many other brands are sold through chain, department and syndicate stores. Recently, distribution of vitamin concentrates in capsule form has been taken up by a number of grocery outlets, and is reported to have achieved substantial sales volume.

Kroger Grocery & Baking Co., Cincinnati, operator of more than 4,000 stores, pioneered here two years ago and scored a major victory against the Pharmacy Board, which brought suit to restrain the food chains from distributing vitamin concentrate capsules on the contention that they were drugs and that their sale in grocery stores, therefore, violated the Indiana Pharmacy Act. The court held that vitamin capsules may be considered accessory food factors, and may, therefore, be sold in grocery stores. The decision will, it is believed, open up the sale and distribution of many vitamin products in the channels offered by the food industry.

A complete line of vitamin products in capsule form is offered through the thousands of retail grocery stores affiliated with the Independent Grocers Alliance. In addition to the capsules, a few items are in liquid form. The IGA has more than 5,000 outlets throughout the country, with the majority concentrated in the Middle and Far West. The IGA line includes separate packages for each of several vitamins such as A, B, C, D, and E, and also several combinations—A, B, D, and G, for example.

The capsule line is packaged in small, flat boxes which bear the name

Neighbor Products Co., IGA affiliate. F. W. Woolworth Co., S. S. Kresge Co., J. J. Newberry Co., Green Co. Inc., S. H. Kress & Co., McLellan Stores Co., and G. C. Murphy & Co., are among other chains carrying vitamins. This trend toward the syndicate store market was given tremendous impetus by the introduction of Hi-V Vitamins into Woolworth stores in 1941. Woolworth had made a previous effort to popularize a low cost vitamin tablet called Health-O, but the product did not go too well and was soon dropped. Both the trend toward lower-priced vitamins, and the large amount of publicity given to vitamin preparations have made Hi-V a better over-thecounter seller. After a test in three stores, Woolworth added the tablets to many other stores in the chain. Hi-V is manufactured by Miller Laboratories, Cleveland, which also produces other brands for other companies and is now owned by American Home Products. The price of Hi-V is about one-third of that for brands generally sold through drug stores: 25 and 50 cents for a 16-day and a 36-day supply respectively. The product contains four vitamins.

Who Buys Vitamins?

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The A. C. Nielsen Co., of Chicago, recently made a survey to learn the "awareness" of housewives in the matter of vitamins. It was found that 35% of the families interviewed reported using vitamin concentrates for children and 21% of the families reported adult usage. A total of 49% of the homes interviewed reported use of concentrated vitamin products by some member of the family.

Considerable credit for the educational and sales job should probably go to the medical fraternity's emphasis on child nutrition, the Nielsen report indicated. Reasons for starting use of concentrated vitamin products were:

Recommended by physician, 56%; considered necessary, 24%; friend's recommendation, 7%; saw vitamins advertised, 5%; other reasons, 8%. Of the 49% of the families using the products, 28% limited their use to children only; 13%, adults only; 8%, adults and children.

Finally, it was determined, concentrated vitamins are not limited to an



upper-income market. A chart compiled shows comparatively little variation between the income group patterns of drug all-commodity sales and sales of A-D vitamin concentrates, including the old standbys, codliver oil and halibut oil with viosterol. However, the Nielsen Drug Index report indicates that B vitamins are enjoying a particularly fast rate of growth.

In the matter of B-complex vitamins, it was shown that there is a marked lag in usage in the lower-middle and lower-income brackets when compared with the upper- and middleupper income groups:

	Drug		
Brackets	All-Com- modity Sal		Vitamins
Upper	15%	14%	26%
Middle-			
Upper	32%	30%	35%
Lower-			
	41%		
Lower	12%	12%	6%

"Education on this rather technical and complex subject is proceeding rapidly and is beginning already to penetrate the lowest income neighborhoods," the report says. "And we have seen that the market for vitamin concentrates is strongly but not solely on behalf of children; that it is largely but not entirely, governed by the physician." The study also indicates that the job of opening up this huge market is far from complete. Three per cent of the housewives interviewed, indicated that they had no knowledge at all of vitamins or vitamin products.

In addition, although sales of vitamins rose from almost nothing ten years ago to considerably over a hundred million dollars in 1940, it is estimated that only a minority of the public takes them regularly.

Vitamin Sales

During 1939 the American public paid some \$80,000,000 to the retail druggists of the country for vitamin products and in 1940 the amount rose to \$110,000,000. Last year it was around \$150,000,000 and for 1942, it seems reasonable to anticipate that this business will total at least \$200,000,000. Out of every dollar that the retail druggist takes in for ethical medicinal products, about 33 cents represents sales of vitamin products.* The tremendous growth of the vitamin industry is shown by the following table on manufacturers' value of vitamins sold from 1929 to 1941.

*Based on a speech by E. H. Bobst, president, Hoffmann-La Roche, Inc.

Manufacturers'						r	Value							of			i	4	29	ni	n Products*	
1929	,													0							0	4,484,000
1935		0	6						0		4		0		0				0	0	0	16,112,000
1937		0									۰	0		0				0				27,099,000
1939													0.	0	0	0						41,645,000
1940											0	0		0								100,000,000
1941														0								120,000,000

In a little more than ten years **
the percentage increase of vitamin
products has assumed astronomical
proportions...approximately 2,500%.
Ten years ago, vitamin sales represented less than 1% of total drug
products value...today they represent 33%.

Vitamin Prices

One of the chief complaints against the vitamin concentrate business has been that the concentrates, particularly those in capsule form, are too expensive to be within the reach of those people in the economic level in which dietary deficiencies are greatest.

Capsules are more expensive to produce than tablets because of the difficulty of making contents uniform and because more care is necessary in packing. However, the public has shown a preference for capsules over tablets.

Nonetheless, there has been a steady downward trend in prices of vitamin products owing to improved methods of manufacture. For instance, Vitamin B₁ was formerly made from rice polishings and sold for \$30 a gram. Now it is made chemically and can be sold at 48 cents a gram to bulk users.

A short while ago, Vitamin C and B₂ were also reduced in cost. Several companies have marketed lower-cost vitamin concentrates successfully.

Late in 1940, Miles Laboratories, Inc., announced that it had started distribution of its One-A-Day tablets, the first of a complete line of inexpensive vitamin products, "priced for the masses." One-A-Day tablets contain vitamins A and D. According to Miles, its new tablets contain the equivalent of two tablespoonsful of codliver oil. One-A-Day is sold only in drug stores and comes in three sizes: 30 tablets for 35 cents; 90 for 85 cents; 180 for \$1.50. All prices are under Fair Trade agreements.

Stewart & Ross, manufacturers of synthetic vitamins for the food trade, entered the field with "Corvets," with one capsule a day declared to be sufficient for average needs. The Corvet capsules were first offered direct by mail

through newspaper advertising in the New York area. The price is 50 cents for 30 capsules, a 30-day supply. Copy appeals successively to various groups of prospects . . . vitamins to promote proper growth in children; vitamins to make the young and vigorous more so; vitamins to restore energy and ambition to the middle-aged.

The S & R copy not only appeals to prospective vitamin users but indirectly makes a bid for the business people now paying more. The point is made that vitamins are standardized. There can be no difference in quantity, merely in kind and amount. It is claimed that each Corvet capsule, at a cost of 1.7 cents, contains an adequate supply of necessary vitamin units for one day, for persons whose vitamin deficiencies are not great enough to cause actual illness. The implication is that, if one takes more, the difference is wasted.

Another entrant in the race for mass vitamin sales is Grove with Grove's Daily Vitamins, 15 soluble capsules, a 15-day supply for 25 cents. Unlike its chief competitor, Hi-V Vitamins, the Grove product is sold only through drug stores. Even more interesting is the fact that Grove uses the threat of the syndicate stores (sellers of the Hi-V brand) in its promotion to druggists, telling them that they will be "smart to promote and encourage this low-priced vitamin field, otherwise the variety and 5- and 10-cent stores will take it away" from them.

Heralded in the industry for some time previously, Vimms, the Lever Brothers' vitamin product, finally arrived in October, 1941. Vimms contain six vitamins and three minerals: A,B₁,B₂, nicotinic acid, C,D, and calcium, phosphorus, and iron. They are said to be the first product to contain all these elements in one tablet. Sold only through drug stores, they retail at 24 tablets for 50 cents, 96 for \$1.75. This is slightly more than the price of most competing brands. A 36-day supply of Vimms costs \$2; of Vick's Vitamin Plus, \$2.75.

Packaging and Labelling

The Federal Security Administration announced in December, 1941, the regulations governing the labelling of vitamin preparations which have been classified as food for special dietary purposes. These regulations are based upon rulings by the Federal Food and Drug Administration which went into effect May 18, 1942.

The regulations call for the following information on the labels of vitamin and mineral products:

1. A statement of the special properties which are the basis of the product's advertising and selling claims.

2. If the product contains vitamins A, B₁, B₂, C or D, or the minerals, calcium, phosphorous, iron, or iodine, a statement of the proportion of the minimum daily requirements of those vitamins and minerals that can be obtained from a given amount of the product. The regulations list the minimum daily requirements of these vitamins and minerals for various age

3. If the product contains other vitamins and minerals, the need for which has been established by competent and scientific opinion, a statement telling exactly how much of these vitamins and minerals are present in a given quantity of the product. Moreover, if the product contains vitamins and minerals the importance of which in the human diet has not been established, the label must explain this. The chief difference between this and former requirements is a sharp increase in the minimum dietary requirements for the various vitamins and minerals.

Advertising and Sales Promotion

There are two maior schools of thought in regard to advertising in the vitamin field. One group, of which Hoffmann-La Roche is probably the most conspicuous example, does no consumer advertising, but does have window displays. It concentrates the bulk of its advertising and sales promotion effort directly at the physicians and druggists. The other group, including Vimms and Vick's, is promoting directly to the consumer.

Primarily, the reason for the first group's resistance to commercial advertising is based on the consistent opposition of the American Medical Association to the taking of vitamin preparations except under doctor's order. The majority of its sales are based on doctor's recommendation directly or indirectly. The good will of the medical profession has long been a factor in its business.

On the other hand, these companies make an intensive effort to reach medical and pharmaceutical people. Trade magazines are used extensively, and direct mail and personal contact are a must in their promotion program. Hoffmann-La Roche abstracts for the doctor's benefit all important medical theses and papers. Squibb reaches the doctor or druggist with reading material regularly.

The circumstances under which most vitamin concentrates are sold and the attitude of the medical profession have added considerably to customer confusion as to how to buy vitamin prepara-

^{*}Dun's Review for figures through 1939, . . . Approximation by leading drug authorities for 1940 and 1941. There is some duplication in all figures, for they include value of vitamin capsules plus—in some instances—value of bulk vitamins.

**While vitamin products were sold before that time, they first became of importance in the drug field about 1929.

tions. The position of the AMA is not so much that the preparations themselves can be harmful except in extreme cases, but that the lay person is not capable of diagnosing his own needs, and that self-dosage is wasteful and may lead to trouble by causing neglect of symptoms requiring diagnosis and medication.

The experience of the makers of Vitamins Plus illustrates the need which has existed for simplification of the vitamin situation in the public mind, and how a well-planned advertising campaign built the market for

this product.

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With the blaze of publicity over each new vitamin discovery and the use of the vitamin theme in nearly all kinds of advertising copy, considerable confusion was developed among consumers. Shopping around for each and every vitamin need began to look like a full time job. The theory of Vitamins Plus was that it was possible to secure an adequate amount of all the special vitamins needed for health in two capsules taken each day.

They Help Well People, Too

First advertising was for mail orders, and copy was run in national magazines. The record re-orders shows the immediate popularity of the idea and the success of the product. Of the people who ordered trial boxes, 48% re-ordered; and of this 48%, about 63% ordered third boxes and 80% of these re-ordered. Of the users of fifth boxes, practically all wrote in for more.

Department stores were the first retail outlets used. Advertising was tied in with a beauty and vitality theme. Vitamins for well people became the appeal; vitamins were merchandised not as a remedy for illness but as aids to greater enjoyment of life.

In the Summer of 1940 it was announced that Vick Chemical Co. had purchased a "substantial" interest in Vitamins Plus and that plans called for an "intensification of the aggressive sales and advertising program." This program has been carried out, and in 1941 approximately \$68,000 was spent in national magazines alone.

Lever Brothers introduced Vimms with a flourish, and have continued to promote them. A Summer advertising campaign on the largest scale ever used for a vitamin product will break late in June for Vimms. Coinciding with extension of distribution nationally, frequent large-space insertions in color and black and white are scheduled for several national magazines and Sunday supplements. In addition, 97 radio stations will carry 5,871 chain breaks and one-minute announcements



Lever Bros. believe in promoting their vitamin product with plenty of "Vimm" to consumer readers and listeners.

on a daily schedule. Drug outlets will be provided with point-of-sale merchandising aids.

Copy appeals are developed around the themes "vitamin starvation" and "it's great to feel fit," also stressing the fact that Vimms combine in one tablet high potencies of six essential vitamins and three vital minerals. Price is prominently featured, and the reader is also told why vitamins are needed in Summer as well as in Winter.

Total national magazine advertising for the vitamin companies in 1941 averaged about \$200,000, proving that resistance to advertising in this field is far from overcome.

Sales Training

Sales training plays an important role in the vitamin business. Squibb, Abbott, Hoffman-La Roche spend large sums of money to hire and train their salesmen. All of them prefer men who have had some pharmaceutical or medical training. These "detail" men are thoroughly trained in all the ramifications of the vitamin field and constantly kept up to date on the latest developments. Many of them are called back to the home office from time to time for "refresher" courses.

These men call on the medical trade, on the hospitals and on druggists. They are more than salesmen—they are teachers, consultants, and contact

men.

The detail man calls regularly on the same doctors. He tries to get them to recommend his products. If the doctor agrees to this, the detail man informs the druggist, and asks him to stock the product. If the doctor is a regular user, the detail man still calls on him regularly, keeping him up to date on all the new products and developments.

Shortages and the Outlook for Vitamins

One of the results of serious shortages in vitamin supplies has been the reduction of the number of Vitamin A units in multi-vitamin capsules and tablets to 5,000. Previously many of these products contained up to 10,000 units. Vitamin A prices showed a 400% increase at the beginning of 1942 over the January, 1941 price levels. The decrease in A potency is expected to forestall higher prices to the consumer.

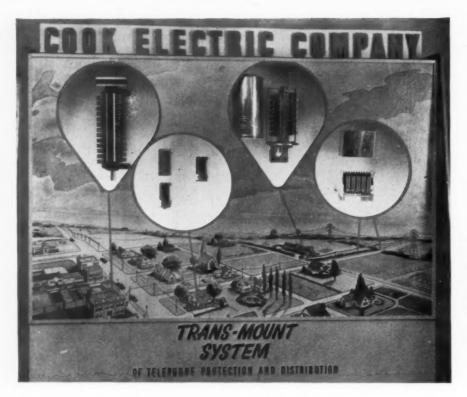
Shortage of Vitamin A became for a time an acute problem because of the shutting off of Norwegian and Japanese fish-liver oils, though natural oils are being developed. Large government purchases for lend-lease export and for the armed forces were also a factor. Vitamin A has been placed on a priority basis. The limitation in use and higher prices for fish-livers, however, has resulted in good "catches" during recent months and the temporary scarcity is now a thing of the

Shortages in the other vitamins may result because of increased government buying for lend-lease and for soldiers and fliers. Some companies are behind in orders at the present time, and the individual companies are rationing their buyers when necessary. However, under government sponsorship the several important producers of synthetic vitamins have been increasing manufacturing capacity so as to take care of all these demands and by late Summer, it is figured that ample productive capacity ought to be available for all civilian and war needs.

There seems to be no prospect of a lessening interest on the part of consumers in vitamin preparations. One reason for this continued interest is the sounder basis of scientific knowledge available to the public. Another is the continuing research work resulting in the discovery of new vitamin forms and combinations.

It is claimed that in the case of most irradiated or reenforced foods, an optimum or even adequate vitamin intake could not be secured without eating quantities greatly in excess of normal consumption. In addition, the extensive vitamin promotion being carried on by the food companies is also doing a job for the drug industry.

Important to the armed forces now, vitamins will play an even larger role in the nation's health in the future.



Procurement officers of the armed forces, many of whom put on uniforms only recently, are interested in and convinced by the same type of presentation that gets contracts from private firms. This is one of Cook's mounted exhibits that set forth its past performance, present qualifications and future potentialities. Hard technical facts, instead of windy blather or whining, did a job.

How Cook Electric Landed Millions in Orders from Uncle Sam

Little companies with sales brains and resourcefulness have just as much of an opportunity to get war contracts as big companies. This story proves it. Cook's formula is unbelievably simple: To them the Government seemed exactly like an industrial plant, only bigger. And that was what determined their sales tactics.

Based on an interview with

WALTER C. HASSELHORN

President, Cook Electric Co., Chicago

H, the poor little business man!"

That wail of anguish was probably first uttered, since the national emergency, when the first government contract for what was then called "defense material" was awarded to a bidder of established reputation and financial standing—and lost to a bidder of lesser repute and smaller stature. Since then the term "small business man" has become more or less relative. Its application generically is still, however, to the business that fails to get business from the Government.

Cook Electric Co., Chicago, has been

in business since 1897. Small even in its peacetime field of manufacturing equipment for independent telephone companies, it never approached the volume of the industry giants. Business averaged, year in and year out, less than \$500,000. Then came war.

If it were not a military secret we'd tell you about the millions of dollars in orders on the company's books right now; and about the multitude of items it is making, as contractor and sub-contractor.

Cook tcday is making equipment for the Signal Corps, Air Corps, Army, Navy, Marine Corps, Coast Guard, Chemical Warfare Service, Panama



Walter C. Hasselhorn

Canal, the forestry service, lend-lease and what have you—besides acting as supplier for the telephone industry, to keep home communications open. Much of this equipment was originated, planned and designed by Cook engineers.

How has it all happened?

"By selling to the Government exactly as we would sell to any industrial house," Walter C. Hasselhorn, president, tells SM. "By being direct, efficient, and not starting with admirals, generals or men in high political positions.

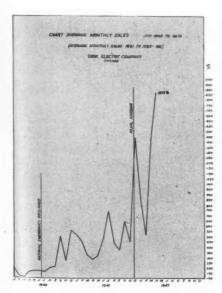
"Before beginning on our educational sales program we made some intensive surveys. In each procurement office we found out the names and duties of all individuals who would have anything to do with the type of materials we were prepared to supply. We went right down the line. If an individual in one of these offices had entered government service within the last two years we learned his previous connections and duties. We also surveyed our field for prime and subcontractors.

"In business, we reasoned, technical men and department heads know what they want and why and when. The Army, Navy and Air forces of the United States, we figured, must operate in much the same manner. We knew that large numbers of civilians, specialists in their lines, had been enlisted by the military forces for the various procurement and supply. departments.

"This is a technical war. We felt that the first thing we had to do, if we were to help win the war, was to show these men the part we could play. We also had to re-equip, re-arrange and re-plan much of the plant. We had to *show* what we could do and prove that we were *ready* to do it."

Mr. Hasselhorn produced a neatly bound presentation. It was labeled: "Confidential Report on qualifications; Cook Electric Co., Chicago."

This gave the address of the company, telephone number and cable address; the names of the officers authorized to execute orders; its financial rating and data on general officers, engineering and experimental abilities,



That soaring graph is the record of Cook's orders from nearly every branch of our fighting services. "Pull" played no part in obtaining such a tremendous volume of Government work. Ordinary business aggressiveness was responsible.

shipping and warehouse facilities; yard space for expansion; report on buildings.

The number of employes was listed by departments as draftsmen and designers, research and development engineers, production staff, tool makers, screw machine, punch press, drill press hands, assemblers, welders and inspectors, etc. These were broken down, male and female, and classified as to skills. Officers in the Signal Corps and Chemical Warfare procurement departments, familiar with the company's facilities and qualifications, were listed as references. A summary said:

"We Have Done, We Can Do"

"Radio, aircraft and naval instruments and apparatus requiring precision tooling and manufacture can be readily accommodated by this facility which has ample capacity available." Then, as a clincher, the report listed more than 50 products, representing complete assemblies, that the company was already making direct or through sub-contracts for various government agencies.

Followed next, a complete inventory of every machine in the plant; automatic and hand screw machines, automatic grinders, drill presses; punch presses and milling machines; shapers, welders, and miscellaneous equipment. Detailed information was given on each machine.

Executives or salesmen for Cook laid this book down before the technical procurement men and engineers, either in Washington or other key spots, and said:

"Here's what we have to do with; here is our experience. We are ready to go."

The company's qualifications were also presented to certain large prime contractors.

These government specialists, only recently in military uniforms, usually fresh out of industrial positions where they had been on technical jobs or in some purchasing capacity—usually a major, a captain or lieutenant—talked the language of manufacture. They knew what the machines meant and what they could do. Usually the verdict would be:

"You fit in."

"Time was never so important to the military forces as now," says Mr. Hasselhorn. "There has never been so intense a desire to cut red tape and eliminate delays. We felt that if we started at the top those higher officers would, of necessity, have to pass the information down to the men detailed to give the orders for the materials.

That would be building up delays. Why delays if a more direct method could be found?

"We felt we could work faster, and better, if we could get the key men together for demonstrations and conferences. We tried inviting groups of them to an evening dinner, usually about 50 persons attending. The incentive used to interest them was a technicolor talking film which we had produced to show before conventions in the telephone industry. It is called, 'Danger—Live Wires!'

"Remember, the men we were talking to were mostly those who had been active in the telephone field. Most of them were familiar with the results of lightning, storms or other accidents which caused power crosses or other damages to communications lines. They'd been on the ground to make repairs. But how many of them had ever seen the damage occur?

"Our pictures simulated the accidents and damage under field conditions. They could see the trouble in the making. They could see why what happened. It caught their interest and held them. Then, after they had seen the films, and had heard a film voice explain the problems, they were escorted by Cook engineers through a display set up for them.

Sales By Indirection

"We didn't give them a sales talk and we didn't solicit orders. It was purely educational. But they couldn't help getting a better understanding of the company and its products. The first meeting was so successful that it has been repeated in key cities, easily available to procurement centers, throughout the United States. The meetings are still going on.

"After the meetings our men often get into technical discussions with the military officers. They ask questions. They suggest ideas. A number of very important ideas have come from them. Because of these conferences we've been able to simplify designs and so speed production. To get army business the army officers who do the buying must have confidence in you; also, you must be quick.

"In one order recently, we booked more business than we had booked in any single year since 1930."

At each gathering Cook catalogs, circulars, and other promotional material are distributed among the guests. Samples of any of the standard Cook products are available on request. The requests are filled the following day.

"The first step in successful manufacture," Mr. Hasselhorn says, "is to study the customer's business. We studied the Government's business just

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as we would have studied any private industry if it was a potential customer. In other words, we foresaw the future and, cooperating with key government officials, endeavored to learn what the future needs would be."

Mr. Hasselhorn picked up a small gadget. It weighed only a few ounces. You could hold it in the palm of your

hand. He explained:

"This is the actuating part of a new instrument to be used on military planes. Military secret, so I can say no more. When it was wanted, experts said it would take 120 days to produce it... We retained the best technicians in the industry, told them to give all they had, and by working night and day we did the job in 21 days! We also have the contract!

Red Tape? Forget It!

"We are developing a reputation for creative design. You can't be asleep these days—and get business. The beritage boys are not inheriting. It rather annoys me, at times, the number of small manufacturers who seem to feel that it's the Government's job to hunt them out and dump orders in their laps. And it is pathetic, the inclination to overstress government complexities many of them show when the subject of getting government orders comes up.

"It's the manufacturer's job to qualify himself; to determine what he can make for the Army; to be ready to make it; to say, 'Here I am, ready to go.' The military forces need so much, want so many things, and the time is so short. The customer is willing. Get to him—straight and di-

rect."

We walked through the plant. . . bright new machines . . . men working fast and hard and liking it . . . women and girls on assembly lines . . . blue-print rooms and laboratories included doors . . . engineers and designers working in secrecy . . . a lathe man saying, as we passed by, "Getting better speed; one every five seconds now."

All of it adding up to efficiency, pride in accomplishment, and maximum production. Also conforming to government specifications as to shop layout, equipment, plant protection, lighting, working conditions, etc.

We entered a large room, apparently a model of efficiency from both government and employes' viewpoints. Long, freshly painted tables; stools with backrests and swivel seats; indirect lighting; venetian blinds.

"This department," Mr. Hasselhorn observed, "was working entirely on a domestic industrial item a few months ago. It's frozen tight now. Not a

unit being made. The entire staff, which did that work, has been thrown into war procurement jobs. Production has increased 583%."

Conversion to war production for Cook Electric was not all according to blueprint. The company went through many of the same unpleasant phases as have thousands of other businesses, large and small, when certain profitable lines were frozen with a large inventory on hand, or production was stopped suddenly while thousands of parts of a product remained unassembled. Curtailment hit the company particularly hard in two of its most profitable lines, industrial fans, and heat controls and thermostats.

"What about your advertising and sales promotion to the trade under present conditions?" Mr. Hasselhorn

was asked.

"As usual," he replied. "We are using a full page in every issue of *Telephony*. That's 6,000 calls on our old telephone customers every week; 312,000 in a year. As usual, we have a full page in *Telephone Engineer* twice a month; 17,000 more attention getters every issue or 408,000 a year. We don't want our regular customers to forget us.

'In carrying on this advertising something is happening that many a manufacturer may overlook. Primarily, before the war we manufactured for the telephone industry. Hundreds of key telephone men are now in the Signal Corps. They still get their trade papers. They read them to keep in touch because, some day, they'll be going back to their old jobs.

"Well, you'd be surprised if you knew how many army inquiries, and orders, have developed directly from the advertising we are doing to the industry. An advertisement we aimed directly at the industry may bring us a bigger order from the Army than we ever dreamed of.

"I'm wondering if a lot of manufacturers, eliminating their usual trade paper advertising because their 'business as usual' has gone to pot, aren't asleep at the switch. I think that advertising is just as important as ever—

perhaps more important.

"We're not going to be in this war always. I'm thinking not only of business now but of business in the future. We are endeavoring to place ourselves in a sound position as regards product and customer policy, which will be permanent after the war.

"Please don't think we have been doing anything revolutionary or unusual in our selling to the Government. We've merely applied what we believe to be sound, sane sales principles in approaching the military. The men in charge of procurement are the same type of men to whom we've always been selling. Their uniform hasn't changed them one iota.

"An officer thinks just as a civilian does and his reactions are the same. Because Uncle Sam is his boss instead of American Telephone & Telegraph makes no difference except—his order may be bigger and you've got to fill it quicker. If a small manufacturer can produce items for the war effort and fails to obtain contracts—it's usually nobody's fault but his own."

Campaigns and Marketing

Easy on that Tea

Tea Bureau, Inc., N. Y., issues a clarification of the present and probable future position of the cheering beverage. The outlook is dark.

Although the WPB has not yet rationed tea, wholesalers have been limited to 50% of their 1941 receipts and packages are restricted to ½-pound sizes or less. Thus, it is expected, civilian consumption will be cut in half this year. Wholesalers and retailers are expected to distribute available supplies equitably, the public is urged not to hoard. The armed services, Red Cross, merchant marine, etc. are not restricted.

Normally, the U. S. drinks 100,-000,000 pounds annually. Now the Japs have grabbed lands where 57% of this grows, threatened Ceylon and India. Most of India's 5,000-odd tea

gardens are in Northeast India, some of them directly across the Jap invasion route from Burma. Shipping losses in the Bay of Bengal, already heavy, might make it impractical for Calcutta to continue as the great teasy of the future.

exporting port in the future.

Internal transportation and portloading facilities in India and Ceylon are overwhelmed. Major problem now is to get tea to the ports and loaded onto ships. Once aboard, it is a desirable cargo accompanying ore and other vital heavy war materials.

Despite all difficulties, about 32,000,000 pounds were brought in up to April 30. Future amounts may not exceed 10,000,000 pounds. Stock in storage and on kitchen shelves equals four to five months normal consumption, eight or nine months with careful saving.

Therefore it is the duty of civilians

to waste not a leaf of the tea available, nor of what little may run the gauntlet of enemy subs, planes and ships.

Ivory on Main Street

"The most intensive newspaper campaign for a single grocery product ever run" is being conducted by Procter & Gamble Co., for Ivory soap in 12 markets.

"Minneapolis church worker knows secret of lovelier hands," a typical headline declares. Copy beneath her picture goes on, "Mrs. A. W. Peterson, of 4524 Casco Avenue, mother of a 15-year old daughter . . . says, "We've been an Ivory family from 'way back. . .'"

Such testimonials from women who live right around the corner carry more weight, P & G officers believe, than more ornate expressions from Gwendolyn La Dedah of the Social

Register.
Compton agency, N. Y., inserts them in papers of Cumberland, Md.; Duluth, Minneapolis and St. Paul, Minn.; Pittsburgh, Erie and Johnstown, Pa.; Mobile and Montgomery, Ala.; New Orleans and Shreveport, La.; Wheeling, W. Va.

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Parker Pen Co., Janesville, Wis., announces a new ingredient, Solv-x, which is being added to Quink, the company's ink. Solv-x is claimed to dissolve deposits, gum and sediment and prevent rubber rot in fountain pens.

"We estimate that \$1,000,000 a year is spent needlessly for repairs to pens of all makes," Parker officials say. "Preliminary tests have shown that the use of Quink with Solv-x overcomes more than 65% of all pen ills."

Pages, half- and two-thirds pages in "a long list of national magazines and 23 big Sunday newspapers" will introduce the new product this month. Blackett-Sample-Hummert, Chicago, is the agency.

Dole Carries On

Hawaiian Pineapple Co., San Francisco and Hawaii, remembers Pearl Harbor grimly—as does every other Islander. Because of that treachery there will be somewhat less Dole pineapple and juice on American tables this year. Reasons:

Uncle Sam has bought large quantities. Second, Dole plantation and cannery equipment—trucks, tractors, the machine shop—as well as Dole man power has been utilized for defense projects in the Islands.

Despite these difficulties, growing

At left, the new Pard cardboard container. Center jar shows the contents, resembling a breakfast cereal. Jar on right shows contents a f ter water is added. The whole kit has been "tremendously successful" in introducing Swift's dehydrated dog food to the trade.



and canning operations are scheduled at the maximum level consistent with war needs. Tin for the 1942 pack is adequate. Shipping space from the Islands apparently will also be adequate. So, Dole is maintaining its year 'round advertising in about 15 national magazines. Nutritional importance of Hawaiian pineapple and juice, their vitamin B1 and C content, will be emphasized.

N. W. Ayer & Son is agency.

194? A.V.*

Ericsson Screw Machine Products Co., Brooklyn, makes precision instrument parts. All of its production is devoted to war contracts. Yet the company is laying the groundwork now for post-war business with a series in business papers and another in trade journals reaching plant operating personnel.

The first employs the phrase "194? A.V.*" A footnote explains this means "After Victory." Copy declares, "Our first, biggest most vital job is to win this war. . . However, . . . we believe it is sound and wise to look ahead . . . to plan now for the problems that will arise when this crisis is over. Thus, with no let-up in our victory production drive, we are planning ahead. . . We will be happy to discuss this all-important phase with anyone so interested, and thus coordinate our respective efforts for the future."

The second features cartoons, by J. B. Williams, creator of "Out Our Way," showing shop mechanics in amusing situations, all of which reiterate the theme "win the war; plan for peace:" Each ad pictures several Ericsson precision parts.

Agency: Swertfager & Hixon,

Dehydrated Pard

Pard dog food outsold its nearest competitor by 26% last year, according to its maker, Swift & Co., Chicago. Now that tin shortages have hit all canned goods, Pard has been dehydrated and packed in a paperboard container.

"Two eight-ounce containers of the new product are the equivalent of three of the former cans in nutrition value when water is added," according to C. M. Olson, head of Swift's Pard department, "and will be sold at the same price—25 cents."

Orders from dealers, who have seen the demonstration kit, have delighted and surprised Swift officials. Advertising is being postponed until production and distribution facilities are considerably enlarged. Then a big promotion in "a variety of media" will be placed by J. Walter Thompson. Theme: "Appetizing, wholesome as ever."

"Gin, Going, Going ..."

National Distillers, N. Y., has started a Summer campaign in some 250 newspapers of 150 markets from coast to coast for Gilbey's gin. Seven magazines are also on the list.

Men are urged to buy Gilbey's "today, while the supply lasts" because war uses are absorbing the alcohol used in gin. (National, which has a number of whisky brands, assures one and all that there'll be no shortage of blends and bonded whiskies.)

Weekly insertions, opening with 1,000 lines in newspapers of "A" markets, 500-lines in others, run until September. Extra "high-spot" ads will run before July 4 and Labor Day.

Lloyd, Chester & Dillingham, N. Y. agency, is in charge.

No Rubber for Bauer & Black, But "Keep Fit" Ads Keep Old Friends

Armistice Day won't find this Chicago firm, its products and reputation reported "missing, presumed dead." With nothing to sell now, a window display program continues.

O longer able to build hard hitting elastic goods window and counter displays, filled with merchandise, because of priorities and regulations owing to the war, Bauer & Black, of Chicago, division of the Kendall Co., nevertheless is determined to keep the B. & B. name before the public. Also, it feels that it must maintain, in the mind of the public, the retailer's position as dealer in these commodities.

In its various programs of elastic goods merchandising, Bauer & Black, in recent years, has annually employed from 10,000 to 15,000 selected drug store windows. It has never "rented" windows, as some have done, and each job has usually been carried out through "deal" cooperation. Individual salesmen have gone into each store making the arrangements.

It's the rubber shortage that has played havoc with the company's old and long-tested window program. The problem is to keep the drug stores supplied with such items as surgical stockings, used to relieve those afflicted with varicose veins; tensor bandages, used to support wrists, knees, ankles or other parts where strains develop; abdominal supports for heavy men and men who do heavy work, and supporters and suspensories for athletes and men employed in strenuous work.

Nothing yet has been found that can be substituted for rubber. So there's an extreme shortage in these garments and no help is in sight. One day the war will be over and Bauer & Black does not want to come out of it as a "forgotten manufacturer", of these goods.

B & B is currently aiming to continue a welcome cooperative relationship with the drug stores for the duration; to maintain the friendly tie-in with the drug stores. How?

It proposes to keep its salesmen on the road and to have them work closely and cooperatively with the "physical fitness" campaign that is now sweeping the country. This program is fostered by government agencies, the American Legion and community-arranged activities. It is now getting into full swing.

Some of the reasons why the pro-

gram is considered especially needed at this time:

1—To take pre-draft youths and build them up physically so that they will become robust soldiers.

2—To keep factory workers in such a state of fitness that they will be able to turn out a maximum of war-needed products.

3—To maintain older men in a condition of fitness so that they will not break down under the added strains put upon them.

4—To develop and retain physical

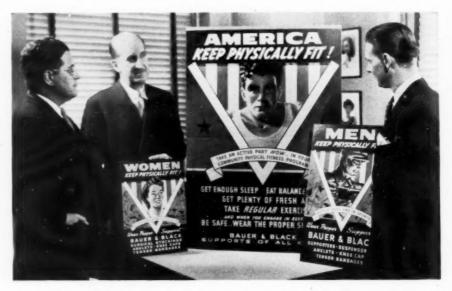
So we've developed a new type of window. It doesn't merchandise our goods. We're expecting no direct sales from it. It is just a part of the nation's program.

program.

"It was created and produced by Zipprodt, Inc., in cooperation with George DeBeer, our advertising manager, and my department. It is a five-piece window, in full colors, picturing different types of men and women and athletic youths who figure now in the country's fitness program.

"We do not ask the druggists to surround these window backgrounds with our products. They may display any products they have available. Probably of course, they'll show what sports products they may have in stock. They'll probably display vacation and beach needs. Maybe items purchased by fishermen. Or goods used in playing games and such.

"About all Bauer & Black expects to get out of it is that our company name appears on the handsome window pieces. There's no direct sales appeal, to move B & B goods; no direct pro-



Harris Frazier, B & B elastic goods sales director (left), H. E. Zipprodt, of Zipprodt, Inc. (center), and G. L. DeBeer, B & B ad manager, fondly contemplate the new display for druggists' windows.

alertness among women who are acting as air wardens, who are selling war bonds and stamps, and among the girls and boys who are approaching the age of usefulness.

5—To give to every man and woman, boy or girl, whether in war work or not, a greater consciousness of the value of physical strength and vigor, for every individual is a unit in the nation's power.

"Much of the current industrial advertising is little more than horn-blowing," Harris Frazier, director of elastic goods sales for B & B tells SM. "We want to do something more than that, something better, more useful.

motion for us. We are happy to put our investment, and it is a heavy investment, to work for the fitness program of the nation.

"Of course, we have a definite belief that we will get an indirect and effective profitable result over the long-time pull. We think that it is necessary to keep our name in the minds of the public. We want people to remember that Bauer & Black products are tied tightly into all sports and health-developing programs even though, under the stress of war, we can't figure in the picture as much now as in peace-time.

"Drug stores, we anticipate, will co-



What's the matter with Madison

Atr raid? Epidemic? Phoney photo? . . . No, the picture is the McCoy. It's merely the Madison Avenue Nobody Knows—except a few admen. It's all a matter of timing—10:09, to be exact, of a Sunday morning.

Sunday morning, all the people who make Madison Avenue, or any Main Street are at home. They aren't making trains, keeping up with schedules or time clocks. Most of them are just loafing, off the job, unoccupied.. in pajamas, shirtsleeves, with their hair down ... obviously, a swell time to do some advertising.

You can reach these Sunday millions by radio, if they turn to your program at the right time. Or in the Sunday papers, if they turn to your ad... But you can hardly miss, any time on Sunday, in the comics sections of Metropolitan Group—because 81% of the men, 79% of the women, and virtually all the kids, habitually turn to the funnies. Sunday comics are one of the strongest habits, rooted in childhood, never changed.

And Metropolitan Group is made up of leading newspapers that reach the best people in the best markets—with the best comics! The Group has more than 11,000,000 circulation, one-third of all U. S. families, concentrated where two-thirds of all retail sales are made. Family coverage ranges from 10% to upwards of 50% in more than a thousand city markets. Four colors. Half-page unit that says and shows a lot. Cost—comparable to newspaper r.o.p.

If your timing is right, you'll find out about Metropolitan Group, now! Ask any office.



Metropolitan Group

Baltimore Sun • Boston Globe • Boston Herald • Buffalo Courier-Express • Chicago Tribune • Cleveland Plain Dealer • Des Moines Register • Detroit News • New York Herald Tribune • Philadelphia Inquirer • Pittsburgh Press • Providence Journal Rochester Democrat & Chronicle • St. Louis Globe-Democrat • St. Louis Post-Dispatch • St. Paul Pioneer Press • Springfield Union & Republican • Syracuse Post-Standard • Washington Star • Washington Post 220 East 42d Street, New York • Chicago. Tribune Tower • Detroit. New Center Building. • San Francisco: 155 Montgomery Street

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sperate with us because we are cooperating with them now. We are in partnership with the drug stores just as much now as in the days when they had, or the days when they will have, more of our products to sell. We don't want that interdependence to fail, or be forgotten, in times like these. We plan to carry on, keeping our name and theirs linked, throughout the duration.

"We intend to keep plugging along, shaping the program to fit developments, watchful of changing events, so that we may come out of the holocaust of war at least as strong as we went into it.

"Bauer & Black goods have long been tied up with physical activities. No matter how limited are the products we can make, no matter whether or not the individual drug store has them to sell, we hope to keep the association fresh in the minds of those who walk past the windows. Some day, we think, we will be repaid for the long view we are taking now." portant service a network can render to stations. But, on its own as a separate company since last January, the Blue has sought to develop this service a bit differently.

For 15 years the Blue has been handicapped by the impression in some quarters that it was the weak sister of NBC's two networks. The Red, some people thought, got the advertisers and the billings, and the Blue got the "public service" programs

and the speeches.

Like most generalities, this wasn't quite true. The Blue itself had become one of the half-dozen largest advertising media—in billings, in coverage, and otherwise. The Blue had many shows, both commercial and sustaining, with 1. ge and loyal followings. But its billings were less than those of the Red or CBS, and it did carry a lot of "talk."

The Blue still carries public service programs, but the ones that people listen to—"Town Meeting of the Air," "Farm and Home Hour" and a number of others tuned to the wartime psychology such as "Alias John Freedom," "Three Thirds of a Nation," "Men, Machines and Victory" and "Meet Your Navy", and the speeches have been reduced by two-

Programs "Prove" by Test

The new Blue management has taken the lead in presenting more news commentators, more comedy and more drama.

The Blue invited recognized independent producers to broadcast some of their better programs on a sustaining basis, allowing the producer's name to be mentioned at the end of a program. The network's program department is cooperating with the producers to present and prove the shows

ducers to present and prove the shows. The shows, of course, must prove themselves among the 128 Blue affiliates throughout the country. They must win listeners as well in Reno or Richmond as they do in New York or Chicago. Working with a Station Advisory Committee of seven men, each chosen by the stations in as many different areas, the Blue always keeps the stations' viewpoint in mind.

The first programs which the Blue offered for participating sponsorship were "Baukhage Talking," and William Hillman and Ernest K. Lindley in "News Here and Abroad." Helen Hiett, whose interpretations of the news have attracted women in the New York metropolitan area, was made available on the same basis effective June 1. Other proved programs also will be offered.

44 Blue Stations Get "Gang Busters" to Sell Clothing, Cigars, Milk, Ice

HEN Sloan's Liniment, in April, ended its sponsorship of "Gang Busters" on the Blue Network for the Summer, the Blue for the first time made an established network commercial program available for participating

sponsorship by its stations.

"Gang Busters" was too expensive for the Blue to run through the Summer on a sustaining basis. But it had a CAB rating of 13.7—which meant that millions of listeners throughout the country were ready and willing to tune to it. So the Blue offered "Gang Busters" to its 128 stations until September 18 on a local sponsorship basis. The show is exactly the same as before, except for the local advertiser's commercial. It runs for a half hour, Fri-

day nights.
Within three weeks, 44 Blue stations had signed sponsors.

The stations are in cities of various size, in almost every part of the country. The products which "Gang Busters" is now promoting are equally diversified.

From Togs to "Smokes"

On WMAL, Washington, for example, the sponsor is Wonder Clothes. On WINN, Louisville, it is Sutcliffe Sporting Goods. On KPQ, Wenatchee, Wash., the show is plugging a savings and loan organization, and on WELI, New Haven, an optical company. In Springfield, Ill., "Gang Busters" promotes a flying school; in Gastonia, N. C., dairy products; in Stamford, Conn., ice; in Kansas City, drugs; in Charlotte, bread; in St. Louis, chewing gum; in Pueblo, dry goods. There are several cigar brands—including R. G. Dun, in Milwaukee, and Emerson, in Omaha.

The outstanding multi-station sponsor (20 outlets) is San Felice cigar, a product of Deisel-Wemmer-Gilbert Corp., Detroit. This brand is being plugged on "Gang Busters" in Ohio, Indiana, Iowa, Michigan and Oklahoma

The stations found the show quite easy to sell, says Edgar Kobak, executive vice-president of the Blue. One wired:

"Sorry we can't give you any sales build-up. The agency practically took it away from us."

Another station sold it to the first account called on after it had been made available.

Local Stations Approve

And KGHF, Pueblo, said:

"This new policy of making network shows available for local sponsorship goes a long way toward solution of a difficult problem for us."

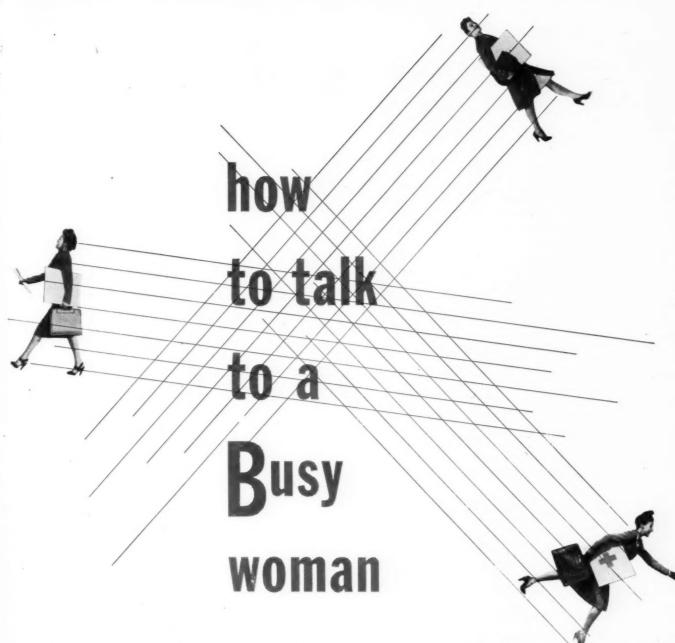
Meanwhile, 75 Blue stations carry "Gang Busters" on a sustaining basis. Some of these may have sold sponsors by the time this story appears.

"Gang Busters," created by Phillips Lord, has never been "sustaining." Colgate-Palmolive-Peet had it for three years on CBS, and Sloan's Liniment for the last two Winter seasons on the Blue.

Its cops-and-robbers theme (with law and order ever prevailing) has proved especially attractive to men.

One reason why time billings on the Blue, thus far this year, have been ahead of the same period of 1941, Mr. Kobak explains, is the Blue's policy of giving its stations the type of shows that build and hold audiences.

Every network, of course, tries to do this. Probably, it's the most im-



Your wife devotes two or three days a week to Red Cross or civilian defense work. Mrs. Smith across the way has signed up for the tough nurses' aide routine. That nice young woman who runs your daughter's Girl Scout troop has applied for a WAAC commission.

This war is enlisting, on an unprecedented scale, the time, talents and devotion of millions of women, as well as men. You don't have to be an Einstein to sense how deeply it is changing their lives—overnight. There is more work to be done, less leisure, time only for necessary activities.

High among the "necessary activities" for every woman is the daily reading of her newspaper. Women, to keep informed in the great national effort of which they are so vital a part, are reading newspapers more eagerly and more

avidly than ever...as eagerly and avidly as their husbands.

And one of the biggest and most important groups of women in the country is reading The New York Times—women in nearly half a million families weekdays, over 800,000 Sundays. Manhattan's department stores dealing with more women than any other merchants in the world, think so much of these women who read The Times that they spent last year more for main store promotions in The Times than in any other newspaper.

There's a good reason for this. We'd like a chance to tell it to you. May we come over—soon?

THE NEW YORK TIMES

"ALL THE NEWS THAT'S FIT TO PRINT"

JUNE 15, 1942

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Our Latin neighbors have a phrase for it: "Hoy mismo," meaning "Do it today." And that you did, that you did... pay the second instalment on the heaviest income-tax of your career. As though you didn't remember!

Texaco kicks the dictionary around to make the point that, if you're "careless" today, you may be "car-less" tomorrow.

Capsule Caricature (Military Division): "He's about as much use as a Sam Browne belt."

Bob Quillen asks: "Can't we do anything smart? Our advertising agencies are so good that Hitler sent agents to learn their methods; yet we use amateurs for our propaganda work."

At the average banquet or businessluncheon, coffee seems to be a "must." How do they know I wouldn't prefer milk, which I would?

Even if workers, white-collar and otherwise, had no worthier motive, they should sweat to get the war over and done with, so they can return to the five-day week . . . that routine of hitting it hard Monday through Friday, the day when you not only get paid, but have that gloriously atavistic feeling that school's out.

Version No. 764: "Down to the Seagram's in sips."

Now that the court has ruled "cola" a generic name, how about one to be called "King Cola"?

It's merely one man's opinion, as W. C. Fields is fond of saying, but the Bob Hawk quiz-show is neither fish nor hawk. You just about get into the spirit of the quiz when you have to stand by for Vaughn Monroe's band to play a tune, with Vaughn handling the vocal in his uncertain baritone. Why not Hawk on one show and Monroe on another?

In the April 27th issue of *Time*, Armstrong's Linoleum had a character named "Mary" saying: "Now lookee, Bob, we don't need a new car. Anyway, it's about time we spent a little money on the house." And if you had needed a new car, Mary?

Gilbey's Gin followed up "The drink that men forget" with "The drink that men won't forget" Now we're getting some place.

Vaudeville will really be back when they resurrect that oldie: "What kind of a noise annoys an oyster?"

A blackout is tough on nyctophobes.

The Homestead at Hot Springs might have added: "Now that the Japs have gone, we have thoroughly fumigated the place, and swept up the last trace of rat-poison."

Stopper in Nation's Business by Johnson & Higgins, New York insurance brokers: "You can't change your insurance during the fire!"

Cessna Aircraft, of Wichita, makes me itch to fly that "family car of the air" which is all ready to go into production the week we have finished with Schicklgruber and the nasty little yellow grubs.

Whitman's Chocolates repeated a headline I had run for them four years ago: "There's no hurt like forgetting." I remember the arguments at the time about whether we should make it grammatical or colloquial. I held out for the latter.

"In 1917, five tons of steel couldn't fly," a U. S. Steel headline reminds us. Right. And how those box-kites of the other war ever held together, we who built them can't quite recall.

Canada's Dunlop Tire and Rubber Goods Co., Ltd., says (on a quarterly calendar): "This is for the record, Mr. Customer. A day will come again—and it may not be so remote—when the present tire situation will be a nightmare of the past. Dunlop will be making tires again for unrestricted sale, and some of those tires, we hope, you will again be buying from us. And this we say and stand

by: Whether those tires are made of wood or plastic or synthetic or dandelions, or the hide from selected rhinoceroses, if they're made by Dunlop, they will be darn good tires."

In similar ads, selling "futures," industry tells us to look for major improvements after the war. One improvement the country would welcome: Toilet-paper that tears along the dotted line, and not like an outline map of Alaska.

The opening footage of every moviefilm is taken up with an interminable list of credits. Wouldn't it be queer if advertisements followed the same practice? We could expect something like this:

Idea by Joe Doakes
Layout by Sam Smith
Painting by Norman Rockwell
Copy by Herman Glub
Typography by Kurt Volk
Revisions by Henry Dabble
Hats by Stetson
Shoes by Florsheim
Tests by Dan'l Starch
Now, go on with the story

"Be Brief, Be Bright, Begone" was a nice discourse on brevity, by Lt. Col. Roy Dickinson in the May issue of *Banking*.

Pittsburgh's Reliance Engraving Co. puts it bluntly, tells you to buy U. S. War Bonds "if you don't want slanteyed grandchildren."

Dept. of Understatement: "Hoover Says U. S. Must Win II War."

The Slap-a-Jap cocktail is becoming a favorite drink among government officials and thousands of newcomers to Washington. You tell the bartender you want a Slap-a-Jap cocktail. He then goes through a lot of motions, and serves you with a glass of water and a 25-cent War Stamp. After that, you can order your regular Martini or Manhattan.

Add Tums slogans: "We Fix Flatulence."

"As this circular was being written, we received a letter from an officer of one of the oldest advertising agencies in the country, who said: 'I showed the book on Fair Trade laws to our legal counsel and he was quite voluble in praise of it. I think I will let you send me six copies at one dollar per copy and will see that each of our more important branch offices has a copy on hand to show to clients whom they think might be able to use it.'" And whom might be, at that!

T. HARRY THOMPSON



"GOOD BUSINESS CITIZENS WILL CONTINUE TO ADVERTISE"

says CHARLES E. WILSON, President, THE GENERAL ELECTRIC COMPANY

"Advertising is a responsibility of business citizenship. Through advertising every business exercises the individual's right to freedom of expression. This right is a duty as well as a privilege. The individual enjoys his freedoms as a privilege. He upholds them as a duty. In time of war the duties of citizenship are not suspended. During the war good citizens will continue to attend their town meetings, will continue to vote, and by discussion assist in the formulation of public opinion. Good business citizens will continue to advertise."

To the great names in American business whose continued advertising is a flaming symbol of faith in America's future . . . whose fortitude in total war adds another shout of defiance to the enemies of free American enterprise and democracy . . . this space is dedicated by The Nation's Station.



THE NATION'S MOST MERCHANDISE-ABLE STATION

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Sugar Rations Rouse Consumer Interest in Dried Fruits

HEN war exploded in Europe it hit the California dried fruit industry hard. The United Kingdom, one of the biggest importers of dried fruits, cut down very materially on its orders. Germany at one time took 55,000 tons of prunes a year, to mention only one dried fruit product. Other European countries also were good customers. But from 1932 onward the dried fruit export market became increasingly unsteady. A tremendous export trade was threatened with extinction.

That picture has been radically changed by the industry turning its products into something nearly resembling a strategic war material. Dehydrated fruits, high in food value, low in weight, can be transported cheaply in comparison with other foods, and so have become valuable where for a while they threatened to glut the domestic market.

Industry Forging Ahead

Lend-Lease, Army and Navy purchases, and the shortage of sugar are all contributing to restore this industry to its pre-war status, and it may even show a way for other industries—vegetables, for instance—to get themselves into a similarly advantageous position. Rumor in California that certain vegetables may soon be presented in dehydrated form and that a Dried Foods Institute is past the talking phase, seems to indicate that a new wind is blowing, and which way.

In 1930 California exported 148,-000 tons of prunes. Two years later this figure dropped to 89,000 tons. By 1935 the figure was limping back to 109,000 tons, but in 1936 it dropped to 77,000. In 1937 it was back to 106,000. Now prunes are produced at the rate of over 200,000 tons annually in California. The tenyear average from 1924 to 1934 inclusive was 215,000. The dried grane. or raisin crop is comparable; then there are dried apricots, pears, apples, figs, dates. On all, the production was high, the export figures fluctuating, but more or less steadily falling, with domestic consumption unable to take care of what was thus made surplus.

Along came Lend-Lease and gave the industry a shot in the arm with some big orders. Currently Great Britain is getting raisins, prunes and other dried fruits to the extent of hundreds of thousands of tons annually. During the past year, successive shipments of one dried fruit item alone ran up to 125,000 tons. A California Packing Corp. official admitted that the Lend-Lease contracts were sizeable. Other dried fruit exporters are getting their share of the business, and an executive of the California Dried Fruits Institute did not deny that between Lend-Lease and Army and Navy purchases, as much dried fruits are being or will be taken off the market as formerly went into the pre-war export trade. Domestic consumption has normally absorbed what was left and that is all that will be required of it under the current set-up.

Dried Fruits for Sugar?

With the curtailment of cane sugar, not only the sweet-toothed public but industry is casting about for new sources of saccharine satisfaction. Which helps dried fruits.

An official of the Dried Fruit Research Institute tells SM: "Our Institute has been deluged with questions on how to substitute dried fruits for sugar, not only from private individuals but from Government agencies,



home economists, magazines, editors of women's pages, persons in industry, etc. We have hardly been able to catch up with the situation.

"So far—and remember, the sugar scarcity is still very young—we have done no advertising but have had a chance to answer directly only the queries coming in. We have to tell the public, first, that dried fruits cannot honestly be regarded as a substitute for sugar. Dried fruits certainly can be used to fill the place of sweets but primarily by finding ways to use them as is or in combinations for pies, cookies, candies, etc., and it is logical to suppose that members of our industry who advertise and promote their products are going to present this fact to the public."

Dried fruit advertising is mostly run in the Winter when fresh fruits are scarce. Even though it has been shown by various research efforts that dried fruits will sell the year 'round, appropriations for these products being not very large, it has so far been considered wisest to use such money in the Winter months rather than spread out over the entire year. What changes the current sweets situation may bring to the promotion picture remains a speculation.

Ad Approach Still Uncertain

However, it is more than a rumor that the two large dry fruit cooperatives, Sunsweet and Sunmaid, are in the midst of formulating a switch of attack to take advantage of the curtailment of cane sugar in the American diet. Two of a series of special display pieces for point of sale, put out by the Sunsweet prune people, recently featured the natural fruit sugar in California prunes. Dried fruit producers say, however, that the sugar situation is too new for anyone to have yet had time to survey the possibilities and get into action this early. Calpak executives hinted that these possibilities would be taken into consideration when next year's dried fruit advertising promotion is prepared.
From 50 to 60% of dried fruits is

From 50 to 60% of dried fruits is sugar and many Americans, especially in the higher income brackets, are hardly aware of this rich source of sweetness.

Another rumor is that candy manufacturers may turn to dried fruits to augment the failing sugar supply to keep bar and other forms of candy sizes up.

The California Prune and Apricot Growers Association recently began sponsoring "Dick Joy, News" on five Pacific Coast stations of the Columbia Broadcasting System in behalf of "Sunsweet" prunes and apricots.

HOW YOUR ADVERTISING CAN HELP WIN THE WAR

Free Manual tells HOW

90 PAGES OF PRACTICAL HELP Demonstrates, by example, how your advertising, too, can help fight this war; help customers; help build a sound foundation for future business.

WANT FACTS? No chronicle of theories and opinions, this. "A Guide to Effective War-Time Advertising" is a factual report based upon the testimony of business leaders who have found ways to make their advertising helpful to their customers and prospects at a time when help is so desperately needed. It shows, too, how "oversold" companies now use "service advertising": how they do as the business paper editors do . . . use their space to transmit important information from where it is to where it is needed.



Useful Advertising Needs No Defenders!

We have to use EVERYTHING WE'VE GOT to win this war!

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Good business papers are multipurpose carriers that can convey important messages quickly, accurately, economically, to special groups of men with kindred war-time problems.

America, the world's greatest user of these vehicles of communication, has a powerful tool to use against the Axis.

By making the best possible use of business papers, now, we can strike a blow that will be felt across both oceans. "A Guide to Effective War-Time Advertising" will help you do this. One copy is yours for the asking . . . if you'll ask before they're all gone.

After you read this "Guide," you will have a new concept of what advertising can do to help America's war effort and to help your company solve its customer-relations problems, present and future. And you will know what GOOD "institutional" advertising is!

The "Guide" features advertisements that show some recognition of the conditions which today have *increased* rather than lessened the need for making business paper advertising *useful*, *informative* and *specific!* This "Guide," while comprehensive in itself, is only our introduction to a collection of case studies that will constitute a veritable WAR ALBUM. Send for it now and you'll receive additional up-to-theminute case studies, free, as fast as they're produced.

TWO SUPPLEMENTS NOW INCLUDED!

In the first one a company head tells why his organization uses FOUR separate business paper advertising campaigns as tools of management to help solve difficult customer-relations problems under "sold out" conditions.

The second Supplement is Part One of a continuing study of dealers' war-time problems. It reports what distributive people are up against today and illustrates how some consumer goods-manufacturers are using dealer paper advertising to speed useful suggestions and practical information that helps solve their mutual problems.



THE ASSOCIATED BUSINESS PAPERS

A national association of business publications devoted to increasing their usefulness to their subscribers and helping advertisers get a bigger return on their investment.

FR	ASSOCIATED BUSINESS PAPERS, Dep't. 2766, 369 Lexington Avenue, New York City Please sond, without obligation, my free copy of ABP's latest aid to advertisers, "A Guide to Effective War-time Advertising," including the supplements.
-	NAME
Ŀ	POSITION
Г	COMPANY
	STREETCITY & STATE

Small St. Louis Firms Pool for Whopping War Sub-Contracts

Thousands of jobs were saved when they converted into one big assembly line. Other cities could profitably imitate.

UNDREDS of small manufacturers in the St. Louis area, stopped dead and dubious about the future when the priorities pinch took its grips, have solved their problems. They've moved over into war orders, as sub-contractors, and are pouring out volume as never before. They didn't do it all alone—they couldn't. It has been done

through "pools."

The so-called Mattress Manufacturers' Pool was the first to be put into effect. It pointed the way. Already a considerable number of pools have been organized and others are in the making. F. Burkart Manufacturing Co. was the first to take leadership in the program. The Burkart company had long manufactured cushions and seat covers for automobile manufacturers. The day motor car manufacturing was stopped, to all outward appearances, Burkart was dead.

Then, converting to war work, the Burkart company was given the biggest mattress job in the history of the nation. It began operations with a single order for \$2,000,000 worth of mattresses and comforters to be delivered to army training centers within six months. Alone, Burkart could not do the job—hence the "pool." Eight manufacturers are cooperating as members of the pool, as sub-contractors.

Alone, No; Together, Yes

When its machines were stopped, the Burkart management got in touch with the War Production Board, submitted an inventory of its equipment, and asked, "What can we make?" The survey revealed that the company could convert to the manufacture of mattresses and comforters more readily than to any other product. But, alone, it could not fill the vast order.

Broadening the survey, it was found that seven other manufacturers in St. Louis were qualified to do, each some specialized job, in filling the order. Conferences were held, special duties for each laid out, the pool organized, and Burkhart became the prime contractor. Recently Burkart was awarded two additional orders totaling \$1,500,000 more.

"The important point in the matter of organizing the mattress pool," Frank J. McDevitt, district manager of the contract division of the War Production Board tells SM, "was that not one of the companies comprising the group, standing alone, was large enough to take the account. Unless they combined and worked as a unit the job couldn't be done."

Since then, studying the practice of the mattress pool, other pools have gone into successful operation. Take the case of the machine and wood working plants. Forty of them have been organized into a pool, some quite small and so almost hopeless of getting large army orders if they stood

alone.

Then there's the canvas products pool. Five manufacturers. They make duffel bags, first aid pouches, wire cutter carriers, pick and mattocks carriers, shovel carriers, field bags, haversacks, leggings, tool rolls, etc. Also shelter halves. Buttons, buckles, hooks and other metal parts are stamped, bent or turned by sub-contractors.

Hairpins Into Hand Grenades

It all takes close cooperation with the Quartermaster's Department of the army or the navy. The Government supplies blueprints, hands out specifications, shows just how seams are to be turned, and what sewing machines or other machines are required for the job. Each company does its part and the various products come together as on an assembly line.

Forty small plants comprise the machine and wood working pool. In the past these, individually, have made such things as hairpins and can openers, garbage pails and soda fountains, kitchen gadgets and furniture. The first object in each case is to utilize the machines in the plant. Sometimes the machines must be pulled out and rearranged so that they'll operate as a

"line."

Now and then a machine, needed to complete line operation, is missing. As these are war contracts, priorities take care of that. The machine comes in from somewhere, either new or second-hand, and the line starts to function. It may be that a plant which has here-tofore made cooking utensils will start to pour out grenade shells; a hairpin manufacturer may convert to springs

used to actuate a bomb mechanism; a plant that has been making toasters may turn to fuses for shells.

One St. Louis plant that formerly specialized in dyeing hosiery now is dyeing camouflage nets; a curtain manufacturer is making mosquito nets; a shoe manufacturer has turned to haversacks, leggings, first aid pouches and

wire cutter carriers.

"Eighty per cent of all plants in the St. Louis area, if they possess the proper equipment, are now doing active war work," says Mr. McDevitt. "The policy of the War Production Board is to help bring every small manufacturer who can be used into active war production work. We have engineers who help them to discover their potentialities. These help them to lay out their plants, rearranging and revising them, as may be necessary, planning flow lines, getting their crews into organized action.

Much Done, More To Do

"This district has been assisting on awards placed by armed forces, since Pearl Harbor, totaling an average of \$13,000,000 a month in prime contracts. Sub-contracts have been running more than \$2,500,000 a month. We are doing everything we can to bring more small plants into the picture. Our aim is as close to 100% as we can get. We want every available plant, no matter how small, and every available man and woman, to be working to push the war effort.

"We want to get every last ounce of production out of every last source available. There's no excuse for any plant anywhere, that can contribute to war effort, to remain idle. We are working on more pools and hope to

get them into action soon."

Frank J. McDevitt, before being called to head the War Production Board in St. Louis had, for many years, been director of streets and sewers for the city of St. Louis. Before that he was a mechanical engineer and consultant in the design and construction of power plants. Earlier he was identified with the steel industry in the East.

He started his present task with a wide over-all knowledge of the city's manufacturing industry plus a wide acquaintance among its manufacturers and business men. He has worked closely with the St. Louis Chamber of Commerce and has had close cooperation with it in the task of organizing the various "pools" which are now functioning.

"Without these pools I don't know what some of our smaller manufacturing plants' would have done," says George Marklin, of the Chamber of

Commerce.

Droves of Customers Pitch in to Help Lee Save Auto Agency

ROBABLY for the first time a major dealer organization has put it up to its customers whether it should remain in business. The response was a hearty "yes" backed up with business from 90% of the old customers queried.

"Proving," says Robert W. Adams, sales manager, Don Lee Cadillac Division Agency, San Francisco, "that everyone loves a fighter; proving, also, that there is an undoubted owner-loyalty that we regret not having taken more into consideration in the past." Proving also that a well-set-up sales control system* can demonstrate its usefulness under greatly varying circumstances.

Down But Not Out

"At the turn of the year," says Mr. Adams, "we were faced with the explosion of our business, and not only we, but every other comparable organization. We were so stunned by the closing up of one of the largest industries in the world that it took us from 30 to 60 days to accept the fact. The pessimists were not alone in having us dead and buried several times over during that period. But we had no intention of either being dead or buried, if we could find a way to keep going.

"We realized, and still realize, the importance of protecting our organization and our franchise. The maintenance of the dealer organization guarantees the future sales organization. We believe in the future of this country and of our continuing part in it. In the many conferences and sales meetings we held to try to formulate workable plans and campaigns we attempted to think in terms of that future as well as of today. We confidently expect, after the war, the biggest automobile business in the history of our country. We resolved to put up a fight.

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ys of "We went directly to our customers with our resolution and a challenge. We personally appealed to every Cadillac and Oldsmobile owner. We told them it was our intention to stay in business for the duration of the war, provided the owners would support us. The response was surprising, far

IS PLENTY IN TROY!

Gas rationing may definitely threaten sales volumes in some major markets, but not in compact Troy.

Because its A. B. C. City Zone (which includes adjoining Watervliet, Green Island, Cohoes and Waterford) is entirely within a 3½-mile radius Troy's retail section is so handy to everyone that even "A" card holders can drive back and forth to shop every day if they want—and still have gas to spare!

Speaking of shopping, the more than 115,000 consumers in this major New York State market (site of one of America's greatest arsenals and other vital war plants) spend more than \$44,624,000 a year for retail purchases.

Troy rates a place on your "A" schedules. For only 12c per line The Record Newspapers, sole dailies, will take your message into 92 out of every 100 homes.

Average Net Paid Circulation

38,715 Copies Daily

March, 1942, A.B.C. Publisher's Statement.

THE TROY RECORD

A VIGER, ADVERTISING MANAGER

UNITED STATES OF AMERICA OFFICE OF PRICE ADMINISTRATION Form OPA R-501 GASOLINE RATION CARD BUY THE ACCEPTANCE AND USE OF THIS CARD CONSTITUTE AN AGREEMENT THAT THE HOLDER WILL OBSERVE THE RULES AND REGULATIONS GOVERNING GASOLINE RATIONING AS ISSUED BY THE OFFICE OF PRICE ADMINISTRATION JOHN DOE 910 BROADWAY OWNER'S CITY OR POST OFFICE VEHICLE 199-410 STATE OF REGISTRATION N.Y. MAKE Ilium READ INSTRUCTIONS ON REVERSE SIDE OF THIS CARD ONE ONE TINU ONE UNIT ONE UNIT UNIT UNIT SVEN AN "A" CARD

^{*} See SALES MANAGEMENT for October 10, 1940, and October 10, 1941.

beyond our expectations; what's more, it is holding up.

"In fact, I would say we would be able to look for a profitable business merely from servicing right through the war if we could depend on getting supplies and parts. Rationing and restrictions on supply will prove the hurdle here. But here our experience shows to what an extent business may be stimulated by personal contact."

The close sales control system already in operation and used so successfully in selling the agency's high-priced cars, proved of inestimable value under the new adjustment. It provided the list of owners, showed the age of their car, when bought, the record of the agency's contact with them.

"To begin with," says Mr. Adams, "we attempted a temporary service sales campaign using all our 30 men. But that was not big enough, there was not enough potential business, to hold them. Don Lee men had worked

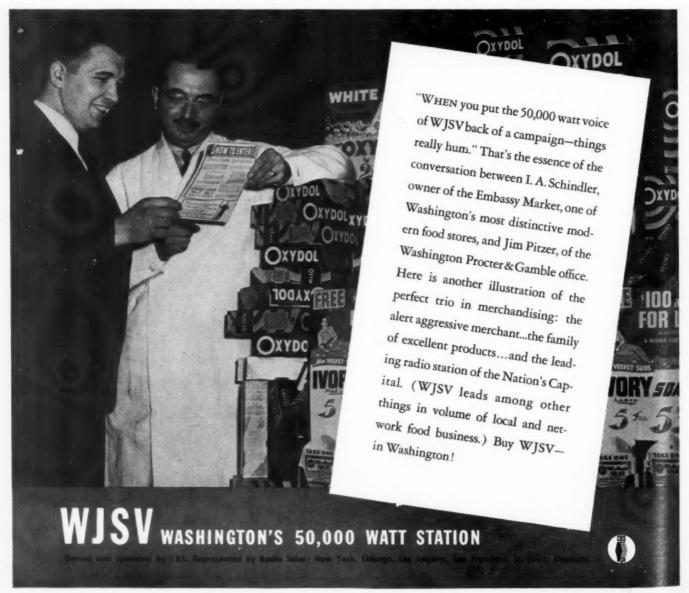
on a commission basis. Some had been with the firm as long as 15 and 20 years, many of them earning \$8,000 and \$10,000 a year. This reflected the general condition of our business. In 1941, we experienced, unit-wise, the best net profit in the history of the business. I believe this held true for all sales organizations in the United States."

The initial approach to the service set-up was made on the old selling basis, but this was shown not to work. "After several meetings with department heads one plan was adopted. Its basis was an appeal to the owners of our cars—not a selling effort in the old sense, but an appeal for support. The sales manager dictated personal letters to all our owners, both Olds and Cadillacs. It told them we were concentrating on service, told what we had to offer. It put our problem squarely up to them-one of staying in business. Salesmen followed with personal calls and solicitation."

Only a skeleton staff was maintained. "We selected three of our top-notch men and paid them salary and commission. We told them—what they doubtless well knew—that they would have to work harder, make many more contacts a day.

"Drawing on the records in our sales control system, we selected owners as far back as 1938, calling on five distinct owner groups. These were told of the need for car care and maintenance, since new cars would not be available. We offered services including car reconditioning, replacement of parts, regrooving of tires, and general servicing and check-up.

up.
"The 90% response I have mentioned included small items of \$1 and ranging up to \$40 and \$50 jobs—and they kept coming. Using our sales control system, we established a routine of continuing personal contact of each customer based on the year of the model owned. The older



the car, of course, the more frequent the contact made. Our object was—and is—to keep right in touch with every possibility of service. The contact is highly personalized. The direct-by-mail or circular type of contact gets nowhere with our type of clientele. Usually it does not even reach them. For high-price car owners, in selling service just as we found in selling the car, personal contact works best and gives continuing results.

"We consider this job we are doing now as important not only for its immediate value in maintaining our organization, but also in maintaining customer contact and retaining good will. Up to the end of this year, we never considered the subsidiary sales (of accessories, services, labor) as very important. A new owner of one of our cars was not especially encouraged to

come to us for servicing.

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Loyalty Is The Thing

"In spite of our thorough sales control set-up, which told us when to visit that owner when it came time for a new car, we realize now, we still did not establish the close relationship we might have done. We regret that now. But we are building up such a relationship, attempting to found and maintain owner-loyalty throughout this period of stagnation, for it is going to be valuable to us later.

"We have not, in the past fully appreciated the value of steady customers. We have not realized—what this experience is making me realize—what owner loyalty and customerdealer loyalty can mean in a crisis.

"I think I can say that the morale of the auto industry and its dealer representation is surprisingly good. So far, I know of not a single casualty in the dealer representative group in the high-price field in all of Northern California."

The adjustment made to war conditions by the Don Lee Agency is of interest not only in itself but because it has set the pattern along which other comparable auto sales agencies are planning "for-the-duration" survival in Northern California. Mr. Adams is encouraging adoption of his plan.

Paperweights of Coal

Cabell Coal Co., Covington, Va., is using its coal briquets as combination samples and paperweights. Two briquets, varnished and decorated with identifying decalcomanias, are inserted in a cloth mailing bag with a folder, "as a specimen of America's premier fuel, and as a reminder of smokeless coals in many grades."



Enna Jettick

gets strong dealer support for its consumer advertising AT NO ADDED COST

For thirteen years, Enna Jettick's advertising in The Christian Science Monitor has been producing tangible results in consumer sales and dealer co-operation.

At no extra cost to Enna Jettick, 502 Monitor salesmen in the United States and Canada have called on shoe dealers advertising in the Monitor, showed them proofs of Enna Jettick national advertisements and procured tie-ins. In 18 months 574 tie-in advertisements were placed and paid for by dealers. This was a considerable addition to Enna Jettick's own campaign in the Monitor.

Here's a plus service that gets results for all types of business. Gruen, Heinz, Lux, Sherwin-Williams and others use it. Why not you, too?

THE CHRISTIAN SCIENCE MONITOR

A Daily Newspaper—In Three Regional Editions
REACHING IMPORTANT MARKETS FROM COAST TO COAST

Published by The Christian Science Publishing Society, One, Norway Street, Boston, Mass.

NEW YORK: 500 Fifth Avenue

Other Branch Offices: Chicago, Detroit, Miami, St. Louis, Kansas City, San Francisco, Los Angeles, Seattle . . . London, Paris, Geneva, Sydney



You Get LOCALIZED Support for Your National Campaign

502 Monitor salesmen call regularly on thousands of well-rated dealers. They LOCALIZE your national campaign in the Monitor (1) by showing dealers proofs of your advertisements and (2) by recommending that dealers mention your product in their own Monitor advertisements.

On the Wartime Sales Front

How War Changes Business

To keep its dealers in business, Firestone Tire & Rubber Co., has expanded its list of other-than-rubber products, offering 22 different groups of items each supplied as a 'package" and called a "War-time Business Opportunity." Various assortments of farm, home, garden and sports equipment comprise each unit . . . Lux Clock Manufacturing Co., Waterbury, Conn., has exclusive distribution of "Sculptured Pictures"—40 different subjects—to balance lost volume in clocks . . . Silex Co., Hartford, Conn., now uses vitreous china instead of glass in its coffee makers . . . Gamble Stores, Inc., operating 300 auto supply stores and serving 1,400 other dealers in 23 states, having tried out work clothes as a stock line now goes in for a wide variety of soft goods. Its new buying office in New York City aids the Minneapolis headquarters in making the change.

With few new refrigerators, ranges, washers, etc., to sell, General Electric tries to build up service business for its refrigerator dealers with a service training course in 86 cities June 22-29 using slide films, lectures and literature intended to clinch service-selling ideas . . . Finance companies, hard hit by near-disappearance of new-car and even used-car sales, are going into war factory financing. Some independents are reported to have bought plants outright for war contract work; others supply funds and financial management to manufacturers with equipment and contracts.

Quimby Pump Co. distributes free manuals to help pump users get more service in wartime out of pumps.

War Work for Salesmen

Consolidated Edison Co., New York, offers two-months' shop training courses in welding and machine operation at full pay to its 1,200 salesmen, half of whom are no longer needed for appliance and service sales. company will do its best to help such employes get jobs in establishments handling war work and they will be entitled to wartime leaves of absence," said Floyd L. Carlisle, chairman of the board. . . . Farnsworth Television and Radio Corp., Fort Wayne, Ind., which stopped commercial radio production April 22, now uses most of its salesmen right in their established territories contacting the company's 400 suppliers as procurement men smoothing and speeding the flow of materials. . . Technical salesmen for Goodyear Tire & Rubber Co., are now busy with personal calls, illustrated lectures and manuals showing any user of mechanical rubber products—of any make—how to get the utmost in service out of such products. This free service is designed to maintain Goodyear contacts everywhere and aid in the war effort, holding the sales organization together for peacetime.

Shell Oil Co. employes, carrying buckets around Shell plants, have reclaimed 6,000 tons of scrap metal.

Advice to Sales Bosses

Lewis Advertising Agency, Newark, N. J., distributes a "Memo on War-Timely Topics" that includes these four "Don'ts": 1. Don't have your salesmen join non-competing salesmen to save tires; it slows your men up, wastes their time with too much talking and too little selling. 2. Don't fire your sales force and use side-line salesmen; sideliners seldom sow good will, they skim a territory, they're difficult to control. 3. Don't turn over your civilian output to a company which has lost its; such a sales force will regard your line as a mere stop-gap not worthy of real attention and when the war ends you will have to rebuild your own force overnight-if you can. 4. Don't keep your salesmen at the home office even though they "have nothing to sell"; they always have information to sell and your customers need it. This builds priceless good will.

General Electric cancels its Pike's Peak trip as a prize for radio tube sales in New York and substitutes War Bonds,

A Plug for Business Papers

Government now recognizes the services of trade and technical magazines in the war effort. A new book from the War Department and the Navy Department entitled: "Explanation of Principles for Determination of Costs under Government Contracts" points out that, while commercial selling and commercial advertising expenses by contractors will not be admissible, the services of technical salesmen and even of branch offices rendering necessary technical service are recognized as legitimate expenses and 'certain kinds of advertising of an industrial or institutional character placed in trade or technical journals" also may be included. But such advertising must not have the primary objective of selling goods. Instead it must be "essentially for the purpose of offering financial support to such trade and technical journals because they are of value for the dissemination of trade and technical information for the industry"—as the book quaintly puts it.

Libby, McNeill and Libby gives dealers colorful "Let's Work for Victory" posters that explain store wartime problems.

Up Go Expense Accounts

A 12-to-15% increase in expense account allowances has just been announced by Milton Kottinger, sales manager of California Conserving Co., following an intensive study of rising travel costs for his men. Not satisfied with general living cost figures, Kottinger went into the field and studied them himself; asked each man to make a detailed report as well. While room and meal charges in many cities had not changed, prices in defense towns had jumped. The increase averaging between 12 and 15%, the company removed its fixed rate to its men. Hardly a man resorted to old-time "swindle sheet" reports. When expenses were high in spots, inquiry proved them justified, reports Mr. Kottinger. The present plan of actual instead of flat-rate expenses works out satisfactorily to both men and company.

Servel, Inc., supplies gas companies with materials for a Home Volunteer Program to help housewives win the war.

Wartime Advertising

Pennsylvania Rubber Co., is advertising a tire that can't be sold! Copy about its new silent vacuum cup tire helps build national morale, the company hopes, because it assures America her inventors are producing new things in spite of necessary censorship . . . Advertising Federation of America will hold its convention in New York June 21-24 mainly to discuss better ways of making advertising help win the war. . . White Motor Co. sends a parade of "Half-Trac" reconnaissance cars through Cleveland twice a daygoing to and from a plant where they are armor-platedbearing "Buy Bonds Now!" placards, thus advertising vividly to Clevelanders exactly what bonds buy. . . Robert Wolcott, chairman of the American Iron and Steel Institute's scrap committee says the steel industry will this year spend \$1,500,000 in advertising to help build up a 10,-000,000-ton scrap metal pile as well as to boost collection of scrap rubber, tin, etc., necessary to war industry.



NOW FOR THE TARGET

Below the bombardier lies the objective. Somewhere in the maze of buildings, of lights and shadows, lies the target. To scatter the bomb load far and wide in the hope of striking the target might be futile . . . and certainly wasteful. When the target is identified and the bombs concentrated upon it, the task is accomplished with least waste and best result.

Some sales tactics never choose a target. Merchandising efforts are scattered far and wide in the hope that some part may hit where it will be effective. The practice of viewing sales costs as a whole, rather than examining them by markets, is frequently responsible for an unprofitable operation.

Today, selective selling is a more important principle than ever before because, with limited goods and curtailed distribution facilities, the seller must concentrate his efforts where best opportunity lies.

Newspaper advertising is selective advertising. You put it where you want it. You can shift it quickly from market to market, or you can concentrate it on a few markets. You eliminate waste, reduce costs.



SCRIPPS-HOWARD NEWSPAPERS



DENVER		. Rocky Mt. News	EVANSVILLE			Pr
BIRMINGHAM		Post	HOUSTON			Pr
MEMPHIS .	(Commercial Appeal	FORT WORTH .			Pr
MEMPHIS .		Press-Scimitar	ALBUQUERQUE .			Trib
WASHINGTON	١.,	News	EL PASO	٠		Herald-F
CHICAGO	SAN	EPANCISCO D	FTPOIT MEMPHIS		PH	HADELPI

War Brings Opportunity and Handicaps to Walnut Growers

AR has affected in many ways sales of the two main products of the California Walnut Growers Association-walnuts in the shells and cracked walnuts, or meats.

All the cheap walnuts from Manchuria, selling for five or 10 cents a pound less, and of distinctly lower quality, have been cut off.

Second, sugar rationing affects candy makers, bakers and even housewives who ordinarily use walnuts, especially the shelled meats.

On top of this, the walnut growers organization has a peculiar selling setup, because it has no direct salesmen. Its promotion work is done through consumer and trade advertising, and technical service to commercial customers, who report problems, sometimes by mail or wire, but more often through the food brokers who are the real sales link with walnut customers of every kind.

Recently, Con Cowan, manager of

the shelled walnut division, made a market survey trip to 25 major markets, calling on brokers and large commercial customers, whose annual purchases total 2,500,000 pounds of

Some reported troubles. For instance, one baker had put out a walnut bread, and the walnuts turned purple. Investigation showed that his equipment was to blame. Tin coating had worn off the bread-mixer, baring the iron, and the tannin in walnut skins, in contact with iron, made a purple ink, harmless enough, but not appetizing.

Although cheap Manchurian walnuts are gone, and California nut meats are worth their higher price on flavor and appearance, large commercial customers, such as the makers of soda fountain supplies, hesitate to switch because competitors have some Manchurian stock left. This problem involves selling the whole industry on better materials, with the possibility that they may never go back to the cheap stuff.

During the depression, says Mr. Cowan, candy makers stimulated trade by putting out the biggest nut bar that could be made, using cheap imported walnuts, along with peanuts, cashews and Brazil nuts. Now the cashews and Brazils are disappearing. The sales problem here is to encourage a medium-size nut bar that will sell on high quality when made with California walnut meats. Brokers han-dling California meats are definitely pushing more walnuts into more candy, and with success.

Sugar rationing is bringing about drastic changes in the baking industry. Cakes once frosted top and sides are now frosted only on top, with less sugar, and many "fancy" items are being eliminated. At the same time, housewives are doing less home baking and buying more in the stores. Bakers are using more honey and corn sugar, and walnuts might to some extent supply palate appeal to new products, with less sugar.

"Little Fellows" to Fore

There is a shift to the smaller local bakers, owing to tire conservation; the house-to-house delivery trade, done chiefly by large bakeries, is being cut down, and deliveries to large food markets may also be affected. The neighborhood baker finds new opportunities, and bakers' supply houses expect to sell more ingredients to "little fellows," which means reorientation of

Tremendous amounts of cocoanuts and chocolate have been used in bakery and confectionery products. Suppliers of both materials are reduced, and it is expected that walnuts can be used for replacements. One large candy manufacturer has switched his advertising from a popular cocoanut bar to another containing walnuts, and increased his sales 40% in four months.

Tin can shortage is another problem, because walnut meats have always been packed in cans. The "black iron can" is not a perfect substitute for vacuum pack, and it is hoped that a small tinned strip may be permitted

With new market opportunities, there is coming a need for higher standards in the association's shelled

For example, a large tonnage of meats is bought by re-packers, who put them up in small consumer packages. Tin being out, they are using transparent materials. So the walnut meats must be more rigidly graded on appearance at the association's Los Angeles packing plant.

TIMPORTANT REASONS WHY YOUR ADVERTISING LIST SHOULD BE HEADED BY

1st. Because Akron is continually expanding as industry center.

2nd Because Akron's monthly employment reports show substantial increases.

3rd. Because Akron's spendable income is at a new all-time

AND BEST OF ALL

4th. Because you need only the Beacon Journal to reach all the buyers in the rich, free-spending Akron Market.

Represented by STORY, BROOKS & FINLEY

New York, Philadelphia, Chicago, Cleveland, Los Angeles, Atlanta



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Here's Helpful FREE **Booklets on** "WHAT TO SAY"

in Your Advertising to Specific **Business and Industrial Fields**

Mechanical Design □ What Mechanical Designers Want
 in Advertising Copy Today.
 □ Design Activity Under War Production. A January 1942 survey.

Metal Working

Questions—in the minds of metal-working production men today—and how advertisers are answering them in AMERICAN MACHINIST.

"KNOW HOW" Advertising is Helping to Win the War. Examples from current issues of ELECTRICAL WORLD.

WORLD.

How manufacturers are helping solve the problems of Electrical Contractors and men in charge of electrical departments in large plants. Actual advertisements from ELECTRICAL CONTRACTING.

Technical and practical data on the vastly expanding electronics field, "What to say" suggestions for ELECTRONICS' advertisers.

Construction

What Advertisers Are Saying to the Engineered Construction Industry Today. Actual examples of how manufacturers are making their copy informative and productive.

□ Engineers and Contractors Tell What They Want to Know About Building Products.

Mining

☐ War Talks on Advertising to Essential Mining. How manufacturers are helping mining men meet today's problems. Power

☐ The kind of advertisements that will interest, and be helpful to, engineers, chief engineers and power consultants.

□ Power Engineers Tell What They Want to Know About Mechanical Transmission Equipment.

☐ How Editors and Advertisers are contributing to the Win-the-War Program—in TEXTILE WORLD.

Chemical

☐ What Chemical Engineers Want to Know About Your Products.

☐ How to Develop Advertising that Clicks With Chemical Engineers To-

A Guide to Effective FOOD IN-DUSTRIES Advertising.

FOR COPIES just check the sub-jects you are interested in — clip this ad to your letterhead — and mail to:

McGRAW-HILL PUBLISHING CO. 330 West 42d Street, New York, N. Y.

Hills Bros., who originated vacuumpacked coffee in cans 42 years ago, are today explaining reasons for contain-er changes and reassuring consumers on the continued goodness of the product, through such ads as this which appeared recently in 425 newspapers from San Francisco to Cleveland.

Gone with the Tin?

HILLS BROS. COFFEE, INC.

PLANTS AT SAN PRANCISCO AND EDGEBATER, N. A.

Many Coffee Firms Adopt Glass Pack; Multiple Grinds To Go?

Herewith a summary of the way Hills Brothers, Del Monte, Schilling, M J B, Folger and others are dealing with the packaging crisis. Present indications are that forced container shifts will stimulate advertising.

T is as difficult for most Americans to function without coffee as for their automobiles to run without gasoline. So anything that happens in the coffee distributing field is big news for nearly every man and woman in the U.S.

Assuming that there will be enough of the bean to keep the country sup-plied during 1942, how will it be packaged? What changes will take place in the condition in which ground coffee reaches the consumer? Educated to take vacuum-packaging for granted, will the public have to be (temporarily?) unsold? Are multiple grinds necessary? Will Mrs. Uncle Sam take to grinding her own if the vacuum package is knocked out by priorities?

It isn't easy to answer these questions, not even if you are a coffee distributor, but a survey of leading West Coast coffee distributors reveals some

On the West Coast, particularly, where the vacuum-packing of coffee

originated (believe it or not) as far back as 1900, predominant featuring of vacuum-packaging is giving coffee men more of a headache, perhaps, than in some other sections of the country since, so far there are only two ways to vacuum-pack: In metal or in glass containers.

The ban on tin for coffee accelerated a trend to glass that was already well under way before Pearl Harbor; and it drove coffee packers to seek other types of packages in which coffee could be vacuum-packed.

To date, blackplate is the only answer apart from glass. Enameled blackplate cans have the same base as tin cans—a rolled steel product—but instead of being coated with tin, a synthetic enamel is used. But there is no assurance that enough steel will be available to supply sufficient blackplate to vacuum-package all the coffee that does not go into glass. There remains, at present, only cartons and paper bags.

The big difference between glass and blackplate packaging is that blackplate is more or less a substitute material, while glass packaging represents a major trend of the coffee industry which the war has merely accelerated. Not many people may realize that at least 99 coffee brands were packed in glass and on the market as of January, 1941—long before the war or the freezing of tin. Coffee in glass became familiar at least eight or nine years ago. One adventurous coffee roaster put coffee up in glass 30 years ago. This was William Cluff of San Francisco.

Glass Favored As Substitute

Some of the biggest coffee packers were well into glass packaging programs as early as mid-1941, among them Maxwell House, Del Monte, Folger, Beech-Nut and Butternut coffees. Among the big advertised coffee brands that have just gone into glass, or are about to are Hills Bros., S & W, and M. J. B. Schilling. Iris coffee, one of the important southern California brands, was one of the first big coffee packers to go into glass. M.J.B., "for the present" expects to put all its vacuum-packed coffee into glass, both drip and regular grind, in one- and twopound jars. This house will use a standard jar with some corrugations and a label that is an exact duplicate of its present cans, wrapped around the center of the jar.

But glass also presents its problems because, for vacuum packing a rubber seal has always been essential. However, closure experts state that rubber gaskets are not likely to be a problem from now on, as a satisfactory substitute for the rubber gasket in the coffee jar closure has been developed. The substitute compound material is described as being "actually superior" to rubber for the purpose and in manufacture the new material can be "flowed in" about twice as fast as the rubber composition. The new compound is said to have about the same thermal expansion properties and sealing properties as rubber in the temperature range of zero to 125° F.

Hills Bros. will use some blackplate cans, some glass jars, as long as the use of one or both is possible and practicable. But whether there will be enough glass available on the West Coast for immediate use if heavy packaging demands are made by roasters is a question that is at least being asked. Heavy demand may result if supplies of blackplate are seriously limited, or cut off. There are no restrictions by the Government on the packaging of coffee in blackplate, but the priorities on pig iron, first step in manufacture of metal, and difficulty of getting the

rolled steel for blackplate, may have the same effect as priorities on this material.

In any case, some coffee packers are thinking in terms of possible limitation to one- and two-pound sizes of black. plate cans. Hills Bros. who, along with several of the larger coffee roasters, have put up coffee in vacuum packages ranging from half-pounds to one, two, four and 15 pounds, now have no halves, no four and no 15pound sizes available. Most of the blackplate cans have been in one-pound sizes because the available sheets of metal are suitable for this size only. Two-pound sizes are now coming along. The 15-pound size is primarily for restaurant and hotel use and for export (to Alaska and similar U. S. possessions). Only Hills Bros., M.J.B., and one or two others pack in this large size.

California Packing Corp. put its Del Monte brand coffee into one- and two-pound glass containers a year ago. Public demand and acceptance of glass-packed coffee is greater now than ever, Calpak officials say, and they will have "much more glass-packed coffee this year" than previously.

J. A. Folger, which put its better brands into glass early in 1941, has been extensively and intensively testing the glass package in at least one important mid-West market—Kansas City—evidently expecting to base its national packaging operations on the results of this test.

Key-opening cans of blackplate, less shiny and spruce-looking, perhaps, than their tin predecessors, will undoubtedly remain on the market as long as blackplate is available in sufficient quantities, particularly as some roasters—Hills Bros., for instance—regard blackplate as the equal of tin cans for coffee, and perfectly satisfactory.

The great volume of vacuum-packed coffee is still in cans. Because most roasters still have the bulk of their product in cans, the question of the relative merits of key-opening cans and the glass jar is a ticklish one, but it seems to be agreed, at least in private, that the jar is either (1) as good as the key-opening can, or (2) a better package, and (3) volume-use of glass will eliminate the price differential.

In the coffee industry on the Coast, it is assumed that when everyone concerned gets more accustomed to coffee in glass, or if conditions make even blackplate cans unavailable or scarce, certain superior features of the glass package will be heralded in coffee ad-





These jars feature the "hermetic seal"—a screw cap with rubber or composition gasket which permits resealing jars airtight. Watch for that point in future coffee ads!

vertising. Everyone admits that one of these superior features is the hermetic reseal. The screw cap with rubber or composition (known as "compo" in the trade) gasket permits coffee to be resealed airtight again after the package has been opened. This is not possible with the best metal package, the key-opening tin.

The exponents of glass claim that this resealable feature has been found by numerous laboratory tests to prolong the freshness of coffee approximately twice as long as other closures.

With a glass restriction order from the Government expected any day for liquors and foods, the kind of jar that is being or will be used is very important; as is also the simplification of brands and grinds.

The tendency in coffee packages is towards the plain round squat jar with 63 mm. screw finish cap. Although all of the jars presently being used are not of this type, nevertheless this is the tendency. Experts regard it as the most economical glass package for coffee both from the standpoint of glass and closure costs. This jar is actually competitive in price with the key-opening tin.

If this style package is used, the roaster pays no price-penalty for the glass package, which is important not only to the roaster but to the retailer, to the consumer and the container manufacturer. The roaster is able to sell at his regular and advertised price; the retailer is not required to sell at two prices, one for tin, one for glass

packed coffee.

Few vs. Many Grinds?

No big coffee roaster, so far as we can find, has as yet made any public pronouncement concerning elimination of multiple grinds. Such a reversal of what had been an increasing trend would be most likely to start in the East, since on the West Coast multiplegrinds have been less stressed. Hills Bros., for instance, has never had more than the one grind which they feature as "The Correct Grind" for all methods of coffee making. This house claims that multiple grinds are unnecessary, that some economy may be attained with finer grinds for some kinds of brewing, but only at "the sacrifice of flavor.

M.J.B. has only two grinds, drip and regular. The same is true of other well-known Western brands.

Nevertheless, some of the nationally advertised coffees have been promoted on a basis of multiple grinds and the wartime necessity for simplification in distribution may very likely eliminate this luxury first; especially as it is rumored that household institutes have experimented with various grinds and come to the conclusion that three or four grinds are not essential, regardless of what type of coffee maker is used.

Whatever changes in coffee packaging or simplification of grind the coffee firms may undertake during the coming months, indications are that they will extensively advertise these changes.

Hills Bros.' large advertisement, "Gone With the Tin?", which appeared in 425 daily papers from San Francisco to Cleveland, at the end of March, is an interesting example.

Maxwell House, in the East, is featuring glass coffee containers in both newspaper and radio advertising. Maxwell House division of General Foods Corp. ran a large-space advertisement in its regular list of newspapers to tell

THE GREATEST OF ALL DICTATORS!

A lovable dictator whose demands are just and proper . . . wholesome food, proper clothing . . . a modern, comfortable home to live in. Advertisers who have what he wants are invited to tell his mother about it . . . through the Booth *Michigan* Newspapers. A third of a million circulation daily — without any premiums or deals.





Grand Rapids Press · Flint Journal · Kalamazoo Gazette Saginaw News · Jackson Citizen Patriot · Muskegon Chronicle Bay City Times · Ann Arbor News

I. A. KLEIN 50 E. 42nd St., New York JOHN E. LUTZ, 435 N. Michigan Ave., Chicago

Was This Issue Late In Reaching You?

Nowadays even the U. S. Mail is sometimes shunted to a siding for troop trains and hot-shot expresses labeled, "Service of Supply, A. E. F." You, and we, want it that way. Sales Management leaves the printers at the usual time. If you have been inconvenienced or annoyed because it doesn't get to you on schedule—chalk up another little score against the day of reckoning with the Nazis and the Japs.



housewives of its new package. Main illustration was a picture of the new glass package alongside a picture of the regular key-opening tin. Both packages were given equal prominence.

The price angle on glass-packed coffee is one that most national advertisers of coffee are emphasizing. The housewife has acquired the idea that the glass package is a luxury package. Present-day packaging revolution will have to break down this idea and that is precisely the job that coffee roasters who are going into glass are doing. Coffee retailers are in the habit of over-pricing glass-packaged foods because in the past glass packages carried a price premium. This will be less and less true in the future, particularly as nationally-advertised coffee roasters are showing a tendency to stress the "same price" angle for glassed and canned coffee.

Two new points are soon likely to make their appearance in coffee copy. Refrigeration of coffee is one; wartime economy promotion of home canning, using old glass coffee jars, is another. Refrigeration of coffee by the housewife after the package has been opened has been widely recommended by leading home economists, especially Harvey & Howe, of Chicago. The claim is that refrigeration of an opened glass package has been found to keep one and two-pound containers practically fresh for the entire life of the contents, and the airtight reseal prevents the coffee odor contaminating butter, lard, etc.

Gossip in San Francisco coffee circles is that coffee jars will be nationally plugged by roasters as "ideal for home canning for the duration." However, the blackplate closures used on the jars offer a difficulty here. Black-

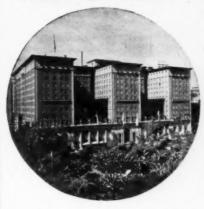
plate tops are not satisfactory for home canning because acidity of fruits is high and will sooner or later cause corrosion to start.

We are authoritatively told that in order to have a closure suitable for home canning purposes (using coffee jars), the Government is going to permit the manufacture of special caps, presumably with "flowed in" rubber gaskets, which will be standard 63 mm. screw finish. The expectation is that these will be 63-400 finish caps, the same as formerly used for coffee jars before the WPB Rubber-for-Closures order was issued.

What new adjustments in packaging the coffee industry may have to make in the future, no one pretends to predict, but several large Coast roasters say: "If we can't get metal and if we can't get glass or for any reason can't successfully use the glass jars sealing problems, then we shall have to explore the possibilities of cartons and paper bags."

There are rumors of some hurried experimenting in this latter direction, but no one has as yet any comment to make or anything important to divulge. One guess is as good as another as to whether Mrs. Uncle Sam in wartime will buy roasted coffee beans and "grind her own."

ASK ANY SALES MANAGER WHO Travels



They all agree . . . for convenience, comfort, beauty and service . . . you can't beat The Biltmore in Los Angeles. Center of business and social life, home of the world-famous Biltmore Bowl . . . the most distinguished address in the West.

1500 ROOMS ALL WITH BATHS Singles \$4 to \$8. Doubles \$6.50 to \$10.

THE BILTMORE HOTEL

LOS ANGELES . CALIFORNIA





Major F. W. Nichol, program chairman for the New York Sales Executives convention hosts, and J. J. Newman, v-p in charge of sales, B. F. Goodrich Rubber Co., who spoke on "Solving the Shortage of Products and Surplus of Salesmen".

Federation Girds for War, Plans for Peace, At Biggest Meeting

HAT can we do to help win the war?' What can we dowithout impairing the war effort-to plan intelligently for peace?"

These two questions formed the basis of the program for the Seventh Annual Conference of the National Federation of Sales Executives held June 4-5 in New York. The meeting was the largest in the history of the

Federation.

In addition to addresses by a galaxy of widely known corporation presidents and sales executives, the program included a Blue Network broadcast to sales groups throughout the country, by Charles E. Wilson, president, General Electric Co.; Clarence Francis, president, General Foods Corp.; and Arthur (Red) Motley, vice-president, Crowell-Collier Publishing Co.

More than 700 attended the banquet at which Thurman Arnold, Assistant Attorney General of the United States,

was the speaker.

K. N. Merritt, general sales manager, Railway Express Agency, New

York, was re-elected president of the Other officers re-elected Federation.

Chairman: Harold J. Cummings, vice-president, Minnesota Mutual Life Insurance Co.

Secretary: William A. Burdick, secretary, Sales Managers Club, Rochester Chamber of Commerce.

Treasurer: Bernard Lichtenberg,, president, Institute of Public Relations, New York.

Vice-Presidents: C. D. Cox, sales manager, West Disinfecting Co.; A. H. Carter, manager, Canadian Industries, Ltd.; H. G. Moock, vice-president, Plymouth Motors.

Howard S. McKay, Foster & Kleiser, is a newly elected vice-president.

The newly elected advisory commit-tee includes Major F. W. Nichol, vice-president, International Business Machines Corp.; R. D. Keim, vice-president, E. R. Squibb & Sons; William K. Doggett, assistant vice-president, Irving Trust Co.; and Raymond Bill, editor of SALES MANAGEMENT.

War dominated the conference from the start. Ralph Cordiner, president of Schick, Inc., told how the sales-minded president goes after war contract when civilian business slumps away. Walter Gebhart, sales manager of Henry Disston & Sons, Inc., recited ways in which he converted his salesmen to war selling.

Thomas F. Joyce, vice-president of RCA Manufacturing Co., said sales executives just naturally raise public morale and that nobody can do a better job than they at the business of making sure this nation has the will to win -the lack of which cost the French their freedom. Management's relations with labor also are in good hands when sales executives take over that task. He quoted labor leaders Golden and Ruttenberg of the Steel Workers as saying: "Salesmen and purchasing agents usually possess a more natural ability for handling relations with unions than do operating executives." Mr. Joyce showed slides to tell how his own advertising and sales departments roused RCA workers to high production effort.

War and Peace Business

The conference sat on the front edge of its chair while Leo M. Cherne, executive secretary of Research Institute of America-who lives in the Washington whirlpool half his timewarned against easing up the war effort in the propaganda-inspired hope that Uncle Sam's enemies are thinking of peace. He said 1942 is still to determine whether Germany and Japan have resources for a ten-year war. He thinks the war "can't end in 1943; but probably will in 1944." Washington looks like the "District of Confusion," but he said marvels of accomplishment are achieved.

As for the immediate future of business, he said the priorities system has been completely overhauled; everything America makes will soon be classified into 23 groups as to "end use"—under a symbol that says "Who is this for?" and "What rank have you in this 23-step ladder of indus-This plan will plainly set out what is essential and how essential. "The meaning of non-essential is taking a constantly diminishing area," he said, because of material shortages. The symbols take effect July 31.

Present-day price control is "three parts Baruch and one part Second World War." It squeezes retailers harder than manufacturers because stores have tried from the first in this war to hold prices down. OPA talks of "rolling back the squeeze" on wholesalers and makers; but if it changes one price this forces changes in ten more. There will be no end to

The Sales Management magazine cup awarded annually to the local club affiliated with the Federation, which has done the best work in behalf of salesmanship in its area, was presented, this year, to the Advertising and Sales Club of Toronto, Canada. In the photo: Carl Wollner, president, Panther Oil & Grease Co., Ft. Worth, Texas—and daughter—make the presentation for Sales Management, and the cup is accepted for Toronto by Irving Everett, sales manager, Swift & Co., Toronto. The Rochester club received honorable mention.

Mr. Cherne looks for 10,000,000 men in uniform in 1944. If this means as few as six civilian producers for one fighter, the whole nation will be in war business. With huge wage payments made, and few civilian goods to buy, "black market" is the big problem. The "end use" plan is aimed at such black markets—and maybe forced War Bond buying compulsory savings, higher taxes.

As for the "outlook after the war," Mr. Cherne expects government assistance, subsidy, encouragement and regulation of materials for full production for civilian use "will, almost without headaches, switch business back to the era of its greatest activity. I didn't say greatest profit."

Publisher Makes a New Metal

Col. Thomas H. Beck, president of Crowell-Collier Publishing Co., said the need for American ingenuity is so great that his own mechanical people, running a plant manufacturing 1,000,-000 magazines a day, developed an entirely new metal-for paper-cutting knives-by fusing chrome with steel, a process the publishing house freely gives to industry. The new material took Crowell-Collier out of the metal market-aiding the war effort. Col. Beck cited dozens of other instances of American ingenuity and skill at work today-for war-paving the way for better business tomorrow.

Col. Beck stoutly stands for less isolation and a whole new economic relationship between the United States and the world after the war. Because Argentina can raise a beef critter on five acres, compared with 26 acres in our Southwest, we've got to buy Argentine beef. We've got to buy the materials that every other nation can best produce—instead of paying subsidies here to protect high-cost production. Then



other nations can raise their standards of living and we can maintain ours—by trade. The old idea that the price of cheap labor abroad put us out of business is exploded, as far as manufactured goods is concerned. It does have weight in the products of the field and mine, "but we've got to give up some of that trade in order to be able to buy so that we may sell."

"All sales executives know that ad-

vertising can do a job when intelligently applied and backed up with the right sales technique," opened C. C. Carr, director of advertising for Aluminum Co. of America. It needs no defense. Even the public, which is supposed to be condemning some things about it, has said in many surveys that it wants advertising to tell how to make products last longer, what civilian goods are available, the



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RED LETTER DAY IN BOSTON

50,000-WATT WBZ 10



POINS THE NBC RED NETWORK...

Here's new impact for you on the network most people listen to most—impact right in the heart of New England's richest market:

On June 15th, 50,000-watt WBZ,
Boston, one of America's first stations, joins America's first network, NBC RED.

Hurling your selling message with twice the power of all other Boston stations *combined*, WBZ brings you concentrated coverage of a market no national advertiser can afford to ignore.

NATIONAL BROADCASTING COMPANY
A Radio Corporation of America Service



nutritive values of foods, what companies are doing to prepare for after the war, etc.

But one of advertising's biggest jobs is to sell more War Bonds and the idea of intelligent saving for after the war—to reduce the pressure to spend the nation's "40-billion dollar dammed-up purchasing power." Thus advertising may be able to forestall that detestable scheme: Compulsory savings.

Shifts in Consumer Buying

Consumer buying—of the 1,500,000 products 1,000,000 retailers sell—is rapidly changing, said William H. Howard, vice-president of R. H. Macy & Co., because: 1. Women have less time for normal pursuits. 2. They haven't tires and gas to drive to shop. 3. Suburban families are moving into town. 4. There is more home enter-

tainment. 5. People want to make things last longer. Nevertheless, with all these changes, and shortages of material to make consumer products, "it's a short-sighted company, indeed, that fails to use advertising to keep its merchandise and its name before the public." Mr. Howard is against "fancy packing" that distracts attention from the product, "ridiculous service," as delivering a package of razor blades 30 miles, etc. Merchants must never return to "profitless competition" such as that.

Selling After the War

Carroll L. Wilson, director of the Bureau of Foreign and Domestic Commerce—seeing the present-day shifting of markets, advised plenty of personal selling and advertising" to see that what goods there are get to the right



President K. N. Merritt opens the Fightthe-War conference of the National Federation of Sales Executives.

people at the right time." He is against cutting out brand names "because you will have a devil of a time getting straight again after the war." His Bureau is trying to "get local business into the groove of war," not by sending men out to tell them what to do, but to answer questions and make sure business understands government backs them up in their own efforts.

"We in the Bureau think business can do an effective job after the war in converting back to peace," he added. "You salesmen will come into your own after the war when it comes to restoring the American standard of living." He urged long, deep planning for this right now.

Richard C. Borden of the Borden Co., thinks salesmen today are carrying some of the most important assignments of wartime: Selling war workers on highest production; helping the Treasury recruit dollars; helping armed forces recruit vitally needed manpower; helping recruit civilian defense volunteers; helping the Red Cross recruit blood. "And those are just a few such selling jobs." They know how to put zing into such selling. It takes zing to sell the war or anything else.

The Federation Grows

President Merritt reviewed the past year's growth of the Federation at the evening session, June 4—said there are now 700 executive memberships on the rolls, and 52 affiliated clubs, 12 of them joining within the year. He reported on the Federation's publications, its man power work, its post-war planning, its services to club secretaries. He called upon sales executives to supply real leadership in a trying time, to keep up the spirit of a fighting sales army. Regional vice-presidents reported their local activities.

WHO WILL SELL YOUR PRODUCTS AFTER THE WAR?

Will you have lost many of your dealers during the emergency? Will you have to acquire new dealers? Will there be a real scarcity of dealers, and those in great demand? How will you get your dealers and how will you HOLD in great demand? How will you get your dealers and how will you have "won the peace."

These problems are sure to face you after America has "won the peace."

Just as we have helped many of the nation's leading merchandisers build strong dealer organizations in the past, so too, are we planning to help during strong dealer organizations in the past, so too, are we planning to help during the control of readjustment.

the post war period of readjustment.

Since our facilities are now devoted entirely to the production of war materials we cannot build for you the famous Artkraft* "Signs of Long Life," but we are planning now for the day when you will again want those striking, attractive dealer signs because they make for a strong dealer organization and more dealer for your product. (Proved by audited and certified surveys of our Customer Research Department. Write for your copy.)

SIGNS *

Arthraft[®] is Building for Victory.

by ARTKRAFT* SIGN COMPANY

GENERAL OFFICES: 1000 E. KIBBY ST., LIMA, OHIO, U. S. .A.

* TRADEMARKS REG. U. S. PAT. OFF.



WDAY for the Red River Valley

FARGO, N. D. • 5000 watts • NBC

Ask your Agency to ask the Colonel!

FREE & PETERS, Inc., National Representatives

is the way I see it ...

"State of Maine folks are proud.

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"I guess about everybody down East puffed up a bit when they read that story in LIFE about Maine in winter. I know I did.

"But there's nothing narrow or provincial about us. We speak the same language as Californians and Texans. And we know that a flight squadron out of Portland, Oregon, is fighting for Portland, Maine.

"I think LIFE has done as much as anything to give people the worldwide point of view. It shows city people how to grow wartime gardens. It shows farmers how the war is going on in Detroit and Cleveland and other big industrial centers on the home front.

"I know my wife likes it, not just because it shows her how to make her own hats, but for all the same reasons that I do. It takes a person into the intimate confidence of what's going on in the world.

"My claim is that in a democracy, propaganda simply means supplying the people with the clear, true facts. That's certainly a job LIFE does for the whole country like nothing else."

Conceivably, there are 21,900,000 reasons and shades of reasons why 21,900,000 people read LIFE each week.

At some point all these many reasons meet on the common ground that LIFE, with the whole modern world as its subject, has discovered an arresting and informative way to combine the beauty and storytelling power of pictures with the interpretive faculty of words.

With its powerful impact on such a dominant segment of American families, LIFE is first in any company for selling goods or presenting an unusual and new business message born of the war.

America's Most Potent Editorial Force

Col. James L. Walsh, chairman of the war production committee of American Society of Mechanical Engineers, in an off-the-record talk condemned "arm chair" generals and admirals, but challenged the nation's sales executives to do their war part in production, transportation and distribution of materials the fighting forces—and civilians—must have. He challenged them to "influence men's minds" for war and for the peace that must come.

J. J. Newman, sales v-p for B. F. Goodrich Co., told the conference that Goodrich, with tire sales off 88% is meeting the shortage-of-products and

surplus-of-salesmen problem by using its men to render an advisory service, at a fee based on vehicle-mile performance, to tire users that furthers the war effort by lengthening tire life. In the trucking field it has sometimes doubled the mileage of tires. Today 60,000 miles per tire is "ordinary," and 100,000 not uncommon. This keeps good men effectively employed.

What about after the war? David C. Prince, V-P of planning for General Electric, using slides, showed what the problem of absorbing man power will be. He outlined the company's plan for producing its own part of the goods necessary for a normal life of



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Clarence Francis, president, General Foods, delivered an inspirational message to salesmen the country over, via the Blue network, at the "Victory Sales Rally" held Friday afternoon.

130,000,000 people. It was intended to show that, after a transitional period of two years following the war, the nation can be reorganized from a production and employment standpoint, if business in general also plans for it fully.

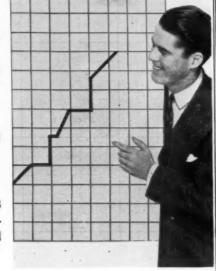
Wartime Ad Round Table

The striking shift of advertisingfrom straight selling of products to wartime service—was covered for sales executives in a final June 5 meeting at which Schuyler Hopper, assistant executive vice-president of Associated Business Papers, presided. After Vernon H. Van Diver, advertising manager of Union Carbide and Carbon Co., had showed how his own company's advertising is geared wholly "to move useful ideas from where they are-mostly in manufacturers' files-to where they can be applied, on production lines," and after F. E. Wakeman, copy chief of Fuller, Smith & Ross advertising agency, had shown how the war is removing glamor from advertising and putting in service, Mr. Hopper displayed examples of 21 wartime jobs advertising is doing today.

The 21 jobs are: 1. Help educate and train customer personnel. 2. Help clear up misunderstandings among users of your product. 3. Help industry with its ever-growing maintenance problem. 4. Speed technical information and service to men in war production. 5. Help retailers explain shortages and substitutions. 6. Help dealers promote conservation. 7. Keep indus-

Worcester's INDUSTRIAL PAYROLL UP 150.8% Over 1938

Comparing Peacetime 1938 with Wartime 1941, Worcester Shows These Substantial Gains . . .



Industrial Payroll			•	UP	150.8%
Industrial Employe	es .			UP	61.2%
Ave. Weekly Indu	strial	Wage	•	UP	51.2%
Production Hours	Index			UP	104.9%
Bank Debits .				UP	56.8%
Construction .				UP	93.4%

With hundreds of factories working overtime for Victory, Worcester's buying power is at an all-time high. Advertisers can blanket this great market through The Telegram-Gazette alone—circulation over 134,000 daily. Population: Worcester 193,694. City and Retail Zone 440,770.

THE TELEGRAM - GAZETTE WORCESTER MASSACHUSETTS GEORGE F. BOOTH, PublisherPAUL BLOCK AND ASSOCIATES, NATIONAL REPRESENTATIVES OWNERS of RADIO STATION WTAG

try up-to-date on new products and developments. 8. Keep industry advised of auxiliary attachments for machines, of new ideas for stepping up production. 9. Help retailers build up the service end of their business. 10. Help customers plan for their future. 11. Explain about lesser-known items in your line. 12. Help customers get the most out of products you can deliver. 13. Explain what your distributors can do for customers. 14. Explain changes in price policies. 15. Help dealers select added lines. 16. Get your story into defense plants from which salesmen are barred. 17. Get your story to new companies you don't know. 18. Help swing demand from scarce specialties to standard items, 19. Help get war contracts. 20. Help reduce confusion and delays due to incorrect specifications. 21. Help carry some of the load of over-burdened sales service departments.

Sales Clubs Can Win War

At the final banquet, closing the conference, Thurman H. Arnold, Assistant Attorney General, called for thought, speech and high resolution from sales executives clubs to help win the war. "With a united voice we must oppose any peace that may come out of the discouragements probable for us in the next two years, unless that peace gives us power instantly to suppress international gangsterism" he declared. The peace of Munich he blamed on international cartels. They prevented expansion of American industry before Pearl Harbor and are responsible, he said, for our present scarcity of materials.

Winning this war, he said, will make the capitalistic system work "because it will revive it with the new blood of full production." Big business, he thinks, is in no economic danger in the United States as long as it devotes itself to efficiency in production and distribution.

Bernie on Air for Wrigley

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William Wrigley, Jr. Co., Chicago, starts a new radio series today, June 15, on 77 stations of the Columbia Broadcasting System. It will be heard daily, Monday through Friday, from 5:45 to 6:00 p.m., EWT.

Ben Bernie, "the Ole Maestro and All His Lads," will provide the entertainment.

The Wrigley company also sponsors "Melody Ranch" and "The First Line" on CBS. The new show replaces the serial "Scattergood Baines," and is presented for Spearmint gum.

Agency: Arthur Meyerhoff & Co.



—Yes, new packages of old products or new products can be introduced into the Homes of Newly Married Housekeepers, New Mothers, and Newcomers from Maine to California and throughout Canada. And how effective that introduction is—how compelling is that personal woman to woman recommendation is proven by recent surveys which show

Welcome Wagon hostesses create an active consumer preference resulting in continuing sales day after day to 60%, 70%, and even 80% of all housewives called on

Our new booklet, "The Welcome Wagon," explains how this tremendous advertising force can work for you. If you would like a free copy, just request it from our Sales Manager.

THE WELCOME WAGON SERVICE COMPANY

1790 BROADWAY, NEW YORK CITY • STERICK BUILDING, MEMPHIS, TENNESSEE



"We've redesigned our product so often during the past few weeks — do you mind if I ring and see what it looks like this morning?"

How to Pack Pull into Your Classified Advertising Copy

If you will shun generalization and hackneyed run-of-the-mill want-ad phraseology, you can do wonderful things with an inch or two of Classified space. A crack copywriter demonstrates.

The second of two articles

BY T. HARRY THOMPSON

HE relative importance of "copy" (or wording) in a display-advertisement may be debatable, although copy will give a good account of itself in any list of elements. There are other factors contributing to the effectiveness of the ad as a whole. There is the layout, for instance, which sets the stage and controls that first and quite important visual impression the reader gets.

er gets.

The idea behind the advertisement, and the skill with which the illustration expressing that idea has been painted, drawn, or photographed are

naturally big factors. The use of color almost invariably steps-up the visual effectiveness, besides showing the product in its true tone . . . a selling aid beyond any doubt. Typography is still another element affecting general appearance and readability.

But the little classified ad has no such supporting cast. Classified copy is strictly on its own. Excepting the letter, no other form of advertising puts results so squarely up to pure, unadorned copy. Therefore, what you say and how you say it are the heart and soul of classified advertising.

The McGuffey Readers of fond

memory might have drawn a simple parallel in primer-fashion:

You have, let us say, a clean, bare room, without a stick of furniture in it. Install a range, a refrigerator, a cupboard, a table, a sink and drainboard, a couple of chairs, and you have—a kitchen. Take that same clean, bare room and furnish it with a grand piano, a radio, a davenport, some chairs, a table or two, some lamps, a rug, a few pictures on the walls, and you have—a living-room.

Now, with the Classified, you have rented a little block of white space. This is your "clean, bare room." What do you want it to be? It's all yours to do with as you please, within the accepted bounds of decency and truth. You are the interior decorator. The results will be good, bad, or indifferent in direct ratio to the thought, the skill, and the sincerity you have put into "the wording." Copy is paramount, copy is all.

Conceding at once that there is no one "best" way to write a piece of copy, for the Classified or anything else, let us examine briefly a few actual advertisements. Whatever may be said in appraising them is merely an attempt to weigh them on their face value, without specific knowledge in any case as to whether they did the job or not.

There are exceptions to every precept, and it may well be that each of these little ads overcame the objection raised. The only sure test of any ad is: "Did it do a job?" If if did, it was a good ad, even though it broke every rule in the book. If it didn't do a job, it was a complete waste of money. There is no middle road, especially through the Classified.

Here is a firm that wants a chemist:

CHEMIST, graduate, for analytical analyses in control laboratory of large Phila. chemical plant. Salary \$2150 year. Write full details. K 119 Inquirer.

A graduate chemist, reading that, may wonder what type of mind thinks up such redundancies as "analytical analyses." It may get him off to a bad reaction. All he has to guide him, beyond this, is that the job is in the "control laboratory of large Phila. chemical plant," and that it pays \$2,150 a year. That's all the advertiser is willing to reveal about himself, although he tells the reader bluntly to "write full details." That ad might have been done like this:

AN A-1 GRADUATE CHEMIST can make a name for himself in the control-lab of this large, top-ranking chemical plant. Our products enjoy high priority ratings, so the job is as permanent as the environment is pleasant. We have \$2,150-a-year in mind as a starter. Tell us about YOU and we'll tell you about US. We'd rather you write or telephone first. "Smith Chemical Works, Philadelphia," will reach us.

Here today...where tomorrow.

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Where tomorrow-who knows? Yet it takes no crystal ball for you to realize that your business of tomorrow rests upon what you do today. Likewise it is clear to us that the problems of our clients, present and potential, are more varied than ever right now.

To advertisers who still have sales as their immediate objective, the Blue continues to offer nationwide coverage of all income groups at the lowest cost per family reached of any medium entering the home. But there is an ever-growing list of firms who have been completely removed from the competitive sales picture.

Their problem today is to protect the markets so dearly won and the brand names so patiently registered on the public mind. Radio is the most economical means to "keep 'em remembering," but even radio can seem expensive when no immediate returns can be expected.

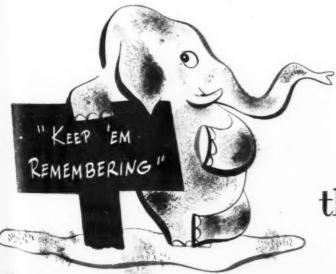
The Blue Network has taken the lead in recognizing the need for special consideration for such advertisers. Likewise the Blue has introduced a practical plan to meet the problem.

The plan is called "TEAMED SPONSORSHIP." Through it advertisers who qualify may obtain a 52week "keep 'em remembering" schedule at the rate formerly paid for 13 weeks of competitive selling. It preserves the principle of the 13-week cycle which has been such a vital factor in the success of radio advertisers, while the "teaming" feature extends the effective life of a 13-week contract over a 52-week period.

"Teamed sponsorship" is the first basic "market insurance" plan especially suited to the needs of advertisers whose consumer sales have been stopped by the war. It could only have come from the Blue -a company young enough to be free from convention, yet old enough in the ways of radio to realize that unusual situations call for unusual remedies.

Ask your Blue Network salesman for complete details about this unusual plan. You'll agree when you study it that today, more than ever, "it's easy to do business with the Blue."

Blue Network Co., A Radio Corporation of America Service



the blue network

JUNE 15, 1942

[67]

Yes, that takes more space; but, if it attracts the one chemist it is looking for, the ad won't have to run again. Here's an ad for pipefitters. What it lacks in detailed information, it makes up in surrounding white space, which is not a guaranteed sub-

PIPEFITTERS

MUST BE 1ST CLASS U. S. CITIZENS ONLY

ADDRESS S-8, P. O. BOX 3495

How many pipefitters are wanted? Two? Twenty? Fifty? The "U. S. citizens only" line would indicate that this is war-work. But where? Philadelphia? Mare Island? Newport News? A fellow ought to know without having to write a letter, at which task he may not be so good as

IS READ REGULARLY BY 600,000 **FAMILIES** IN THE **IMPORTANT** SMALL TOWN MARKET

ANIMATE YOUR STATISTICS

The Pictographs designed by the Chartmakers, Inc., and featured in Sales Management show how effective statistics become when treated pictorially. The huge popularity of the S. M. Pictographs is proof that statistics treated graphically by the Chartmakers, Inc. capture new life and hold the casual reader's attention. Get that same reader acceptance for your charts by calling PL 8-0450.

THE CHARTMAKERS, INC. 480 LEXINGTON AVE., N.Y.





at pipefitting. Shall we try to rewrite

38
First-Class
PIPEFITTERS
can get steady work, good pay, and all the overtime they can use. The work is at the Smith Shipyard, Camden, just over the river from Philadelphia. Your chance to help in the war—IF you are a U. S. citizen. Better write or phone, if you don't live near by.

In spite of the so-called seller's market, ads are still appearing for salesmen, though not so many as before priorities. Here's a typical little

SALESMAN—We're filling orders promptly.
Our men are making record commissions.
Handle big line nationally advertised volume sellers. Sell to stores. Steady repeat business.
Special deals. Full time or sideline. X2245 Journal. Downtown.

Nothing much wrong with that one. But it ought to stay out of the mystery-list. Filling orders for what promptly? "Our men are making record commissions." How much would you say? "Sell to stores." How much, Groceries? Drugstores? Department stores? If anybody answers, he's going to find out what you sell, to whom, and what his commissions are likely to run. Why not save some time for you and him? The next ad for a salesman is a little more ex-plicit. It says "steel products," but that's a rather broad category. Steel is priorized, too. What about that?

SALESMAN
Nationally known manufacturer steel products, used by industrials, has excellent opportunity for salesman in established Phila. district. This opening caused by orderly business expansion. Permanent position on salary basis. College graduate preferred, married, 35-40 years, at least 3 years' selling experience, industrial preferred. Your reply must give complete data, which will be treated confidentially. A-142 Inquirer.

Over in the "technical" helpwanted column, we find this one, with plenty of "air" around the type, to make the ad stand out; although veteran users of the Classified say you stand as much chance without striving for display-effects.

INDUSTRIAL ENGINEER
There is a real opportunity for a first-class industrial engineer in our new plant on important war work; must not only be well trained technically, including time and motion study, but also have flexibility and vision; your confidences will be protected; include photo (not returnable). Z 2634 Times Annex.

This ad opens up with the state-ment that "There is a real opportunity for a first-class industrial engineer in our new plant." There is a real opportunity for a first-class industrial engineer in any plant these days, so the copy should be more specific. Let's have a go at it:

A First-Class
INDUSTRIAL ENGINEER
will be able to "go to town" in this big, new
airplane-parts plant. Every facility will be put

at his disposal for turning out the wing-surfaces, tail-surfaces, and fuselages that are going to out-fly and out-shoot the enemy's Heinkels and Zeros. You will need to know about time-and-motion study. Vision and flexibility will count, of course. U. S. citizen only. We'd like a snapshot of you that we can keep. We'll help you find nice living-quarters not too far from the plant. Tell us about yourself in a letter, and don't skip anything you or we might consider important. Smith Airplane-Parts Co., Bristol, Pa. That's near Trenton, N. J.

This one seems to be on the civilian

MANAGER WANTED

Chain company desirous promoting present manager of long association to executive department seeks successor with ability manage strictly modern credit clothing store boom city, 4 hours of New York, doing annual volume \$150,000. Above ordinary proposition for man of commensurate qualifications and experience: of commensurate qualifications and experience; applications confidential. R 116 Times,

If this chain company is "desirous promoting present manager," why doesn't it get on with it . . . go ahead and promote him? And where is that "boom city, 4 hours of New York?" Are you fearful of giving aid and comfort to the enemy? This ad could stand some re-doing:

AMIABLE MANAGER for a strictly modern credit-clothing store in Binghamton will find a swell berth waiting for him. It was just vacated by the former manager who was "kicked upstairs" for doing the kind of job we hope YOU will do. The store does about \$150,000 a year, and you ought to be able to run that up, which won't do you Any Particular Harm. We'll take OU't hair down if you will. Put it into the best letter you ever wrote for the best job we know of in civilian life. Smith Chain Credit Clothiers, Buffalo, N. Y.

This ad for an accountant tells what the advertiser wants, but not what the applicant is likely to get, beyond the broad term, "advancement." Shall we supply the neces-

ACCOUNTANT, semi-senior; long-established certified firm; advancement assured if ability, trustworthiness demonstrated; GOOD HAND-WRITING NECESSARY; age, salary expectations, experience, religious affiliation. M 447 Times.

Here is a slightly revised version, which takes into account the reader's point-of-view, as well as that of the advertiser:

ACCOUNTANT, somewhere between a junior and senior, will go as far and as fast with this long-established certified firm as he could anywhere. Especially if he is able, trust-worthy, and writes a clear, legible hand. There is \$2,500 to \$3,000 a year for the right man. Put your story into a letter, and we'll do as much for you, if we seem to be a firm and a fellow who ought to be on the same team. Smith, Smith & Smith, Broadway at Varick, in downtown New York.

Take a peep at this ad for a mechanical engineer:

ENGINEER—MECHANICAL
For defense plant in metropolitan area; college
or machine shop background; time study engineer need not apply; proof of citizenship essential. Position open for practical engineer
only. No swivel-chair engineer need apply.
R 49 Herald Tribune.

Instead of saying "Mechanical Engineer," this advertiser was alphabet-conscious. He reversed it, and got among the "E's" instead of the "M's." In two places in a rather short ad, he says that such-and-such a man "need not apply." This phrase has whiskers on it, and is not calculated to start a stampede, because of the cocky "tone of voice." Let's rewrite this one:

ENGINEER (Mechanical)
Here in Manhattan, there is a war-plant that is turning out vital implements of Victory out of all proportion to its modest size. A practical engineer is invited to join this hard-hitting staff of able, congenial men. The pay is around \$5,000 a year for the right man. Does this sound like YOU? Give us your side of it in a letter, before we make an appointment. Smith Metal Products Co., 10th Avenue at 57th.

Every busy executive needs a good secretary, and maybe this is the kind of classified ad that will smoke one out, but let's see.

SECRETARY. Stenographer. Purchasing Agent. Well known company wants competent young woman, permanent position, previous purchasing & typing exp. desirable, advise age, exp., sal. des. E-267 Inquirer.

It says this secretary should be a "stenographer" with "typing experience." Aren't most secretaries familiar with shorthand and typing? Maybe the whole thing could be better arranged:

AN ABLE SECRETARY who can double as Purchasing Agent ought never have to look for another position than the one now open with this well-known company. If there is a tyrant around here, we've never met him. The hours are 9 to 5, and no Saturdays. The job is worth \$45 a week, if YOU are. Write us in your best secretarial style, tell us what you've been doing since you got out of what school. Jonathan Smith, Corp., PSFS Building, Philadelphia.

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This could go on "ad" infinitum. But the principle of the thing is what counts. Just try to be human in whatever you write. The person you are trying to interest, remember, is human. You could do worse than to invest 25 cents in the paper-bound edition of Dale Carnegie's "How to Win Friends and Influence People." Leading precept of Mr. Carnegie's teachings is: "Get tne other fellow's point-of-view. Find out what interests him."

If your "want" is not too serious a matter, you may even want to break out with a jingle, as this chap did, in a for-exchange column:

I'VE a set of clubs that are swell for dubs, and a golf bag that's just about tops. But today, I swore that I'll golf no more. So I'm asking, "How about Swaps?" Han 3239.

(This is the second of two articles by Mr. Thompson on classified advertising. The first appeared in the June 1 issue of SM.—THE EDITORS.) RESULTS...

CAN BE OBTAINED IN MIAMI AT ONE LOW COST!

CONSIDER the fact that the Miami Herald covers more than 60,000 of the 67,667 year around resident families in the Miami city zone, which means that few families in the area with money to spend will miss your advertisements in the Herald.

This phenomenal circulation is due not only to editorial policy, but to the fact that the Herald has led for many years in every classification of advertising . . . in short, it is Miami's guide to shopping!

PLACE YOUR ADVERTISING PROGRAM
IN THE HERALD FOR QUICK RESULTS

The Miami Herald

STORY, BROOKS & FINLEY

National Representatives

GREATER MIAMI-"A National Market!"

Advertising Managers Find Many Leaks As War Causes Them To Economize

Second part of field survey by Ross Federal for SM shows how advertising and sales promotion managers are making their dollars go further by more efficient use of direct mail, catalogs, house organs, dealer mats and cuts, plus simplified office procedure.

Interpreted and edited by
PHILIP SALISBURY

Executive Editor

(The first part of this survey appeared in the June 1 issue of SM—The Editors.)

HE accompanying table lists major ways in which waste and extravagance are being squeezed out of advertising and sales promotion departments, although a formal survey does not lend itself to the gathering of detailed information on the more intangible forms of savings, such as greater care in the purchase of advertising space and time, and more careful analysis to make sure that the medium reaches the right market.

In company after company it was found that greater efficiency could be secured on reduced expenditures in direct mail and in the distribution of house organs, catalogs and display materials. There's an old saying that no direct mail campaign is any better than the list to which it is sent, but except in times of unusual stress there is an inclination to shy away from the dirty and tedious task of keeping a mailing list strictly up to date and confined to really important people.

And just as was found to be true with the sales managers whose savings and economies were outlined in the June 1 issue, the advertising managers are discovering that war is a handy excuse for instituting reforms which they didn't dare to make during the

years of a buyers' market. This is particularly true of such "touchy" subjects as reducing or eliminating their participation in local advertising and the elimination of mediums which never had any justifiable place on the list, but which got there because of the strength of some pressure group.

The advertising and sales promotion managers interviewed in this SM—Ross Federal survey were connected with the same type of civilian goods companies where sales managers were interviewed in the preceding survey and in many of these organizations both the sales manager and the advertising manager were interviewed. All of the companies are in the class of national or large sectional advertisers.

One especially frank Chicago advertising manager said, "One result of the war and dislocations caused by it is that I am having to learn my job all over again. It had long been a matter of pride with me that I really knew markets and media. I took my job seriously and tried to spend the company's money just as though it were my own. Now, after two years of preparing for war and six months of our country being in the war I have reached the unhappy conclusion that I know practically nothing about either markets or media as they exist today."

What he meant-and others who

commented on the same thing—is that the war has vitally affected every market and every advertising medium and that they all must be reappraised in the light of existing conditions and as they apparently are going to be after the war.

Markets, they point out, have changed both quantitatively and qualitatively. Some markets, especially those which are very busily engaged in war activities, have grown enormously in size—and since there has been only a small increase in total population this increase in the size of certain cities can only mean that other areas have grown smaller.

No Long-Term Commitments

With these population gains and losses come changes in the qualities of markets, and what was known in the 20's and 30's about what kinds of people were buying what kinds of goods, and where and how, may be even far worse than valueless today. The instance quoted by A. C. Nielsen (page 13, SM, June 1) of a 31% increase in the price of a product which moved it-much to the belated amazement of the manufacturerfrom the mass market into the quality area is being repeated in company after company, and these advertising managers are spending much of their time in trying to decide whether a given market is changing in its ability to absorb higher priced merchandise or is becoming more of a mass market than it was in the past.

Probably one reason why so few of the advertising managers are devoting very much time to post-war planning is that so few of them make any pretense of being able to see very far ahead into the future. Gone, largely, are the days of long-term advertising commitments. So far as is possible to do so without sacrificing really important positions in publications and on the air, budgets and orders are being set on a quarterly basis.

Although it is very probable that less money will be spent on advertising market research in 1942 than in 1941, more will be spent on that type of research which is designed to find out the kind of advertising which currently goes over best with the public: For example, a puzzling and everchanging question is "To what extent should our ads have a war flavor?"

Farm Journal

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE... 2,600,000

Advertising & Sales Promotion Departments Are Eliminating Waste in These 18 Ways:

- [An SM-Ross Federal Survey among 54 sales and advertising managers reveal these major ways in which unnecessary expenses are eliminated.]
- 70% of the companies using direct mail have introduced savings or economies, the most important being, in order of rank, fewer mailings, revised and smaller mailing lists, smaller sizes of mailing pieces, less color, and dropping from first class to third class postage.
- 54% of companies which send out catalogs and price lists have made economies, the major forms being smaller number of pages, reducing or eliminating color, reducing page size, using a cheaper paper stock and cutting down print orders.
- 8% of the companies have eliminated catalogs and price lists for the time being.

Of the 20% of companies interviewed which publish an exterior house organ only a third of those have made any economies, with the favorite savings being: Smaller page sizes, fewer illustrations and less expensive stock.

50% of the companies which supply window and store display material (seven out of ten do) are producing fewer pieces this year than in 1941.

Another 50% are economizing by producing a basic background against which several and various displays can be built.

A third of them are limiting or reducing the number of displays available to dealers.

27% are trying smaller sizes than previously used.

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Of the 60% of companies which supply advertising mats, layouts and copy service or participate in local advertising costs, only a handful have made any savings as yet, those being largely in the direction of a better organized and smaller cataloged collection of these helps.

- 50% of the companies are helping themselves and Uncle Sam by reclaiming metal in used cuts.
- 24% of the companies involved have either reduced or discontinued their participation in local advertising.
- 33% of sales promotion and advertising managers state that within the last six months there have been major changes in their duties and responsibilities with the headaches due to government regulations and shortages of materials being the two most important changes. The survey was made just as the price ceiling law went into effect and it is probable that this may soon take precedent over other reasons. Problems involved in the changing of packages and labels, in the getting of government contracts, in taking the place of men called into the armed services are relatively important, as well as personnel and morale building work in connection with the joint labor-management conferences.

In 50% of the companies one person has been designated to be responsible for a program of salvage and waste elimination.

In only 13% of the companies has one person been delegated to devote his entire or principal effort to general post-war planning or to advertising post-war planning in particular.

- 70% of the advertising managers claim to have effected substantial savings by the reclaiming and reuse of such materials as paper and paper clips.
- 83% have effected savings or economies by cleaning out files, thus reclaiming paper, saving space and avoiding new purchases of equipment.
- 28% of these advertising managers have introduced smaller letterheads and
- 37% have reduced the number of order forms or other office forms.

Nearly half of them now use both sides of letterheads and carbon copies,



Too much is bad, too little is bad; the problem of finding the right balance is giving many advertising managers many sleepless nights, although the problem with the group interviewed in this survey, all of them connected with companies which are still producing civilian goods, is nowhere near as acute as in the case of representatives of companies which, for the duration, are out of the civilian goods field.

The trend in advertising departments, as indicated in the survey, points clearly toward further elimination of non-essentials and downright waste, and towards greater efficiency, more for the advertising dollar. It wouldn't be surprising if a careful appraisal in the average combany at the end of 1942 might show that 100 advertising dollars this year did what 125 accomplished last year!

All Is Not Rosy With the Scrap Materials Industry Nowadays

The billion-and-a-half dollar waste material industry should be booming just now, but it is actually suffering from a number of headaches. Ceiling prices are one. Especially unpopular was the ceiling price of \$18 a ton for scrap rubber. At the insistence of the industry, the figure was increased to \$25 on June 4.

Another headache has been the bypassing of intermediaries, such as junk collectors, with consumers selling their waste products directly to users. During the recent short-lived period of paper scarcity, mills in need of waste paper went to printers and other firms accumulating large quantities of waste paper and bought directly.

The publicity given to ceiling prices has also hampered junk collectors and dealers because housewives came to believe that they should receive those prices—not taking into consideration the fact that scrap must be transported, sorted and sometimes subjected to several handlings.

Charles H. Lipsett, publisher of Waste Trade Journal, N. Y., Bible of the industry, was one of the most ardent supporters of a higher ceiling price for scrap rubber. At \$18 a ton, Akron, many collectors could not afford to handle it, he claimed, and an increase to at least \$25 a ton, f.o.b. anywhere, would be necessary to induce them to go after it. He characterized as fantastic the statement that there are more than 10,000,000 tons of scrap rubber now available.

In 1941 about 295,000 tons of re-

claimed rubber were used by manufacturers, but the nation will do well to collect 250,000 tons this year, judging by results in the first five months. About 75% of our normal scrap rubber supply comes from old tires, but this year consumers are not eager to part with them. When one does decide reluctantly to give up an old tire or even a rubber glove, he expects a price corresponding to the need for rubber in industry—but, because of the low ceiling price, he finds that junk collectors don't want scrap rubber even when they get it free. But a "material" rise in price and a well organized publicity campaign might bring this year's collection total to 400,000 tons, according to Mr. Lipsett. It could not be so high next year, he warnsfor even fewer tires will be scrapped.

Paper salvage has had its ups and downs since Pearl Harbor. For a while there was a real shortage partly seasonal (because Winter is an off-season for junk collectors; pickings are best at Spring house-cleaning time), and

partly because the public anticipated its paper needs and over-stocked. Then, hearing much talk of shortage, consumers decided it would be both thrifty and patriotic to use as little paper as possible. Meanwhile a paper salvage drive resulted in bumper collections. At the same time, mills caught up with their orders and are now working at well under capacity and pleading for business. But, according to Mr. Lipsett, waste paper should be collected and stored, so far as practicable, for there may be another seasonal shortage next Winter.

As this is written, the War Production Board is complaining that scrap iron dealers are offering such low prices that owners won't sell. This may bring about a ruling that steel mills buy scrap direct, in any quantity, at ceiling prices. Such a ruling, says Mr. Lipsett, might disorganize the entire scrap industry and endanger our national salvage drives, because it would put many dealers and collectors out of business.

There was a similar bottleneck some months ago when owners of car grave-yards refused to sell cars as scrap, preferring to hold them for higher profits for car parts. They maintained that they were not in the junk business. In that case, WPB stepped in and gave them 30 days to sell or scrap (with the privilege of salvaging parts they could sell separately at a profit), or have the cars commandeered in forced sales.

Despite temporary setbacks, the flow of iron and steel scrap has been accelerating at a rapid rate, according to Lessing J. Rosenwald, chief of the WPB Bureau of Industrial Conservation. "Ninety days ago the lack of scrap metal caused 20 furnaces to draw their fires," he said early in June. "A month back, six furnaces were down, while on June 1, no furnace was down for this cause."

The junkman who goes from door to door collecting is playing an important role in the war effort. His day's take, sold to a "retail" junkshop, may bring him from \$3 to \$10. The dealer has to sort the various materials, and at the end of the week he sells, perhaps, some \$200 worth of paper, \$50 worth of metal, and a quantity of rags. His market is the wholesaler, who sometimes sells directly to those who need his wares and sometimes to specialists such as a big scrap metal yard. The consumer might be a steel mill, a foundry or, in the case of paper, a board mill. Sometimes the wholesaler buys directly from mills, contracting with a paper firm to take all its waste, for example. A specialist in metal may buy one kind of scrap from a large industrial plant and sell it another kind as raw material for its production.

There are several hundred thousand peddlers and collectors in the country. They're "getting in the scrap" just now, but they need cooperation from everyone in industry—less insistence on coming to call at specified times, and less haggling for the ceiling price, which, if given to the public, would put both junkie and dealer out of business.

Industrial Advertisers Jump Convention Date to June 29

"This is war!" shouts the National Industrial Advertisers Association as it shifts its Atlantic City convention from September up to June 29-30 and July 1, at the Traymore Hotel. It is to be a "War Conference," the subjects of which—wartime advertising that counts, war production and salvage drives, training in industry, postwar planning—cannot wait until Fall. Authorities on these themes will speak.



The most important 'first' ever won by KMOX



THROUGH the years KMOX has won blue ribbons for practically every important phase of radio broadcasting. Humanly enough, we have always been proud of our parti-colored pattern of success. But recently, a single, significant honor has given us our deepest pride.

On May 14, 1942, the National Association of Broadcasters granted KMOX the William B. Lewis award for "most effectively inspiring its audience to continued support of the war effort." Of all the awards we have won, this is the best. It surpasses our honors for talent and program—our citations for sports and showmanship and hillbillies. It overshadows our lead in listening audiences and advertisers.

For here is concrete evidence that our knowledge and skills have meshed smoothly into an instrument of public morale—and that they are doing the most vital work that can be radio's from now until Victory.

KMOX THE VOICE OF ST. LOUIS

Owned and operated by Columbia Broadcasting System. Represented by Radio Sales located in New York, Chicago, Los Angeles, San Francisco, Charlotte.

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Media & Agency News

Journal-American Tells How to Control Sales in N. Y.

"To evolve order and arrangement for a market too important to handle without an organized sales pattern," the New York Journal-American is issuing a "Working Manual for Sales Control of the New York Market."

This is, in a way, the second edition of the J-A's detailed analysis of this market, the first having been published in 1930. Like its predecessor, the 1942 edition is designed as a working tool for sales execu-

tives, and advertising men especially interested in New York and its trading area. For five years this issue has been in various stages of planning, and actual field work required eight months, as Journal marketing and mapping crews paced every block, noted every store and outlet, in the five boroughs to insure accuracy in the detailed maps provided.

The city and 50-mile radius which compose the metropolitan area are presented in detail. Separate maps and tabulations are shown, for example, in each of 115 sales divisions in the five boroughs of the city itself. There are 25 divisions of Manhattan (including five major, 14 minor shopping centers and 92 shopping streets); 20 divisions of the Bronx; 28 of Brooklyn; 33 of Queens, and nine of Richmond.

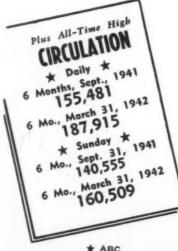
In each division of each borough data are presented for grocery, drug, clothing, furniture and other types of stores; population, in number and in per cent of borough and city; families; average size of family; rentals paid, and types and equipment of homes in which they live. Space is available for "sales managers' notes" in connection with each of the 115 divisions.

Summaries are presented covering population, families, number and type of stores for each community of 1,000 or more population in the counties in New York State, New Jersey and Connecticut within the 50mile limit.

Total population of this market is more than 12,000,000. More than 60,000 retail outlets are classified and arranged in routed order, so that "the sales manager sitting at his desk could virtually 'walk' the territory of any of his men.'

The study is especially valuable as an aid to wartime distribution and restriction problems, as it makes possible accurate planning of sales work, and elimination of areas which might be considered worth covering under normal conditions, but are decidedly on the minus side in these days, Likewise, to a manufacturer changing his line, or adding new lines, the analysis should prove a boon, providing a blueprint for experiment and progress. The Rodney Boone Organization, representing the Journal-American, supplements all the published data with additional material on brand preference and inventory, based on constant dealer contact-all of which is available to the firms which put this survey to work. The "Manual" is available on request of sales and advertising executives, but will not be mailed. Boone men will deliver it in person, taking along additional material and assisting in putting the manual into operation.





The Birmingham News-Age-Herald now offers FULL COLOR -run of paper-any day-at new LOW FLAT RATES.

The following charges are in addition to regular black and white

				Daily or
				Sunday
Black	and	1	color	\$100
				\$175
Black	and	3	colors	\$200

Minimum Space Requirements:

Black and 1 color . . . no requirement. Black and 2 or 3 colors . . . full page required.

ALL DAILY COLOR ADVERTISING MUST GIVE PUBLISHER CHOICE OF 3 DAYS OF ANY CAL-ENDAR WEEK.

The Birmingham News of the birmingham age-herald

Newspapers

National food and grocery advertisers spent a total of \$106,073,139 in newspapers, magazines, network radio and farm papers in 1941, an increase of \$8,321,691 over 1940, Bureau of Advertising, American Newspaper Publishers Association, re-ports in a summary of data prepared by Media Records, Inc., and Publishers Information Bureau.

The newspaper gain of \$4,927,246, or 14.7%, was more than half of the total gain of the four media. Network radio added \$2,116,148, or 5.7%, from the previous year. Magazines gained \$1,332,630, or 5.3%, and farm journals lost \$54,333, or 3.3%.

Committee in charge of the Bureau of Advertising, headed by Frank Tripp, Gan-





City to city, village to village, store to store went your salesmen. They made friends with your dealers...sold your goods...checked your point of sale material . . . reported on your competitors.

If you are one of the many firms for whom this type of selling is becoming increasingly difficult, or even impossible, you should know about Ross Federal's field force of more than 4,000 men. Located in the key marketing spots from coast to coast, this trained staff is "on the spot" to solve selling and merchandising problems. Trained in marketing research work, in contact work with wholesaler or retailer, the Ross Federal man can fill in for your own salesman. And at the same time he can give you an accurate, unbiased, over-all picture of your dealer relations.

Right now, or in the months to come, when a lack of manpower or transportation facilities can cause serious merchandising lapses, Ross Federal, one of America's largest research organizations, can help you. If you aren't already familiar with Ross Federal, you owe it to yourself and your business to find out how reasonably you can apply scientific marketing research to your own plans.

WHAT ROSS FEDERAL DOES.

CONSUMER INTERVIEWS

Person to person-by telephone or mail

RADIO COINCIDENTAL SURVEYS

CONFIDENTIAL SHOPPING STUDIES

DEALER INTERVIEWS

Inventory and point of sale display checking

READERSHIP STUDIES

OUTDOOR ADVERTISING CHECKING

TRAFFIC CHECKING

*For a detailed presentation of Ross Federal's many research services write for a copy of SOUNDINGS.

ROSS FEDERAL RESEARCH

CORPORATION · 18 EAST 48TH STREET, NEW YORK

AND 31 KEY CITIES FROM COAST TO COAST

JUNE 15, 1942

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FIRST with the Facts!

nett Newspapers, chairman, and William G. Chandler, Scripps-Howard Newspapers, vice-chairman, has been reelected for the next year.

Newspaper Advertising Executives Association will concentrate largely on retail advertising problems at its 30th annual convention at Columbus, June 15-17. More than 400 business executives of daily newspapers in this country are expected to attend. Speakers will include Dr. Miller McClintock, Advertising Council, Inc.; Lew Hahn, National Retail Dry Goods Association; Walter J. Weir, Lord & Thomas; Wroe Alderson, business consultant to OPA; William E. Robinson, New York Herald Tribune; Ian Macdonald, Canadian Newspaper Publishers Association. A news-

paper advertising exhibit is being prepared by Aubrey F. Murray, New Orleans Times-Picayune. C. E. Phillips, Rockford, Ill., Morning Star and Register-Republic, is president of NAEA.

Agencies

Advertising agency, and media, prospects brightened a bit this month with preparation for large paid campaigns by groups of advertisers, through Advertising Council, Inc., to aid the war program.

The first to get under way probably will be a \$500,000 "save your fats" campaign by soap and glycerine products, through Kenyon & Eckhardt. American Iron & Steel Institute reported that \$1,500,000 to \$2,000,000 would be spent in various media.

through McCann-Erickson, in efforts to salvage metals, rubber and other materials.

D. Porter Bibb, Jr., now project director of Advertising Council.



D. Porter Bibb, Jr., from Batten, Barton, Durstine & Osborn, joins Advertising Council as project director.



Robinson Murray, now working with chapters and councils of 4 A's.

Blackstone Studios

Robinson Murray, from McCann-Erickson, is now with American Association of Advertising Agencies, working with chapters and councils . . . Bermingham, Castleman & Pierce, New York, is elected a member of the Four A's. Gerth-Pacific Advertising Agency and Knollin Advertising Agency, become Four A members, continuing the membership of the former Gerth-Knollin Advertising Agency.

Agency men currently entering Government service include Frank S. Kent of Tracy, Kent & Co, New York, as a captain in the Army Air Force, and Thomas H. Lane, Young & Rubicam account executive, with the War Savings Staff, Treasury Department, in Washington . . . Marvin S. Knight, vice-president of William Esty & Co., retires from agency work and will make his home in Florida . . Fred Barrett, former media director of Lee Anderson Agency, Detroit, becomes magazine space buyer with Compton Advertising, Inc. . . . J. J. Slein, former assistant sales manager, Graton & Knight Co., Worcester, joins James Thomas Chirurg Co., Boston, in charge of merchandising work . . . Ewing C. Kelly Agency, Sacramento, opens a branch office at 101 Post street, San Francisco, in charge of Miss Elizabeth Pennell.

United Service Advertising, Newark, merges with United Advertising Agency, there. Emanuel London, for 23 years president of United Service, is now vice-president of United Advertising Agency.

Harold N. Elterich, vice-president of Gotham Advertising Co., New York, goes on leave of absence to become advertising consultant to the Coordinator of Inter-American Affairs, Washington.

Accounts: Several alcoholic beverage accounts changed recently. United Brewers Industrial Foundation appointed J. Walter Thompson Co. Central Winery, Inc., Fresno, named Weiss & Geller, New York and Chicago, for Legend, Lango and Golan wines. I. V. C. Wineries, Guasti, Cal.,

"What SALESMEN Think of SALES MANAGERS"

You Can Find Out Right Now At Our Expense!

Concerned with sales in any way? Then here's a book you'll want. It took a big survey sponsored by the Boston Sales Managers Club—the response of 1500 salesmen—the editing and analyses of marketing experts Professors H. R. Tosdal and R. M. Cunningham . . . to produce "What Salesmen Think of Sales Managers". Yet the price is only \$2—and you may examine it at our expense for 7 days before you even consider buying it,

Things You Never Knew Before!

Eleven big eye-opening chapters. Facts that are news to you, because salesmen can't always speak their minds. Here they do—openly, constructively, fairly. Their comments cover everything from quotas to sales contests—from personal conferences

to expense accounts—from pet peeves to "qualities every sales manager should possess". No wonder K. N. Merritt, President of Nat'l Federation of Sales Executives, says about this book, "There's something there for almost everyone in business management today—right up to the top!"

Published Only to Help You!

The price of this book covers only actual publication costs. The only profit will be made by you—from reading and heeding its illuminating information. That's what's behind the \$2 price. Send the coupon below for your FREE EXAMINATION copy, study it for 7 days, then make up your own mind whether you want to keep it. We'll bill you later on, if you do—and we think you will. 1500 salesmen can't be wrong!

Fill Out and Mail This Coupon TODAY

BOSTON SALES 80 Federal St.,	MANAGERS CLUB Boston, Mass.
	. copies of "What Salesmen Think of Sales Managers"—for my FREE After 7 days I will either be ready to pay your invoice of \$2 per copy, ook.
If I decide to	keep book, bill me Bill my company
Name	
Firm	
Address	
City	State

appointed Dan B. Miner Co., Los Angeles, for all its brands. A. K. Hamilton & Co., New York, placed the advertising of Siboney rum, Robertson's Scotch and other products with Kelly, Nason, Inc. Country Distillers Products, Inc., named Sherman & Marquette, Chicago, for T. W. Samuels and Old Jordan bourbon whiskies . . . Sherman & Marquette also was appointed by Sterling Products for Blackstone aspirin and Califig (formerly California syrup of and Califig (formerly California syrup of figs) and by Quaker Oats Co. for vitafers, vitamin-mineral wafers.

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A. C. Lawrence Leather Co., Greenfield Tap & Die Co., Coppus Engineering Corp., and Crown Fastener Corp. appointed James Thomas Chirurg Co., Boston, as counsel on war production drive and morale-building programs.

Holland Furnace Co., Holland, Mich., to Wallace-Lindeman, Inc., Grand Rapids, for publication advertising, and to Stack-Goble Agency, Chicago, for radio . . . Dif Corp. to Grey Advertising Agency, New York . . . Howell Electric Motors Co., Howell, Mich. to Brooke Smith French & Dorn orey Advertising Agency, New York.

. Howell Electric Motors Co., Howell, Mich., to Brooke, Smith, French & Dorrance . . . Merritt Chemical Co., Greensboro, N. C., foot powder, to Redfield-Johnstone, Inc., New York . . . A. Taxin & Sons, Philadelphia, Little America frozen food, to J. M. Korn & Co., there . . . General Control Co., Cambridge, to Knight & Gilbert, Boston . . William C. Herrick Ink Co. to O. S. Tyson & Co., New York . . . Barbizon School of Languages and Miller Harness Co. to Metropolitan Advertising Co., New York . . . Maxfield & McLeer, Inc., New York . . . Maxfield & McLeer, Inc., New York, names Bermingham, Castleman & Pierce, there, for Schweppes Indian quinine water, ginger beer and other mixers of Schweppes, Ltd., London . . Old Smoky Sales Co., San Francisco, seasonings, to Knollin Advertising Agency, there. . . Consolidated Aircraft Corp., San Diego, to Young & Rubicam. cam.

Magazines

Under the editorship of Ben Hibbs, the Saturday Evening Post in the last two months has made a series of changes in appearance and format—the most notable, perhaps, being the emphasis on Post in blue on the cover and the passing of "Founded A.D. 1728 by Benjamin Frank-lin." Franklin's head, however, continues as the trade-mark.

Harper's Bazaar will make its October

Time, Inc., will switch "The March of Time" to the NBC Red network on July 9... Liberty starts to sponsor Edwin C. 9. . . Liberty starts to sponsor Lawrence Hill news broadcasts on 19 stations . . . Look is using news broadcasts, and the Post starts a spot broadcast schedule.

Fawcett Women's Group had paid circulation for the first quarter of 3,005,812 –20% more than that of the same period of 1941. Newsstand sales alone for the first quarter reached a figure higher than the total circulation of any previous period.

The Country Book, New York, published in digest form for the last year for city people "who are moving back to the land," Starts to carry advertising . . . Simplicity Pattern Co. changes the name of School Sewing Service News to Modern Miss. Published quarterly, for 31,000 sewing teachers and others, it will emphasize fashion, grooming and home economics. . . . McCall's replaces its service booklet series with a wartime service series, directed by Miss Toni Taylor . . . Saturday Evening Post and Ladies' Home Journal introduce new advertising rates, effective, respectively with the July 4 and July

Mrs. Gladys Denny Shultz, for 18 years a contributor on child care subjects to Better Homes & Gardens, is appointed an associate editor . . . Miss Gerry Dick is named Washington correspondent of American Magazine . . . Homer M. Rockwell, from Macfadden Women's Group, becomes eastern advertising manager of Screenland Unit . . . Ned Brydone-Jack, Los Angeles and San Francisco, is appointed to handle Pacific Coast advertising for Woman's Day ... Harry Shaw is named associate editor, Donald Grant, Washington editor, and Homer Cable, picture editor of *Look*. Frank McFaden joins Look's eastern sales staff ... Miss Evelyn Green is appointed beauty editor of Vogue, succeeding Mrs. Bettina Wilson, who now works on fashions there Walter Flynn, art director of Click, is elected to the executive board of the magazine.

Business Papers

Of 409 class, trade and technical publication members of Audit Bureau of Circulations or Controlled Circulation Audit, says Association of National Advertisers in a rate and circulation study, 64% increased their circulation in 1941 over 1940 and 36% had smaller circulation. Ninety-two of the publications increased their one-time page rates, one publication lowered its rate, and 316 kept rates unchanged. On the basis of rate per page per thousand circulation, 196 publications increased, 206 decreased and seven were unchanged.

Spirits is being merged with American Wine & Liquor Journal, New York. Harry Schwartzchild, former publisher of Spirits, joins Liquor Publications, Inc., publisher of the Journal.

Coal Age and Engineering & Mining Journal, McGraw-Hill publications, issue

MERCHANDISING SPECIALIST AVAILABLE

25 years experience in diversified lines . . . 14 as head of advertising agency. Expert in market analysis. Thoroughly versed in the mechanics of advertising and sales administration. Industrial or technical lines preferred. Box 1012, Sales Management, 386 Fourth Ave., New York.

IT'S ABOUT TIME IN NEW YORK

TIME, always valuable, is now more precious than ever. Save time by staying at The McAlpin. Its ideal midtown location is right where it's most convenient for business or pleasure.

Rooms with private bath

SAVE

STAY

Single from

*3.30

Double from 44.95

I BLOCK FROM PENN. STATION.

TO TIMES SQUARE.

B. & O. Motor Coaches Stop at our Door.

HOTEL MGALP BROADWAY AT 34th ST.

> NEW YORK Under KNOTT Management John J. Waelfle, Manager

WHAT RURAL MAGAZINE LEADS ALL OTHERS IN "KEYED" ADVERTISING RESULTS?

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE ... 2,600,000

TORONTO GIBBONS KNOWS CANADA CALGATY

J. J. GIBBONS LIMITED . ADVERTISING AGENTS



GEM OFTHE **GULF COAST** TO MINUTES FROM BILOXI

Championship sporting golf course.
Most delicious meals of the Gulf
Coast. Fishing, boating, hotel dock.
Luxurious unique surroundings.
American or European. Ideal
winter and summer resort. Write.
Gulf Hills Hotel, Ocean Springs, Miss.

THE GULF HILLS **Bungalow Hotels**

A nationally known food company is looking for an assistant credit manager. Preferably one with experience in food industry. Must have ability to handle credit problems without supervision. If interested write giving detailed account of experience, age and salary expected. Write Box 1010, Sales Management, 386 Fourth Ave., New York.

SALARIED POSITIONS

\$2,500 to \$25,000. This thoroughly organized advertising service of 32 years' recognized standing and reputation, carries on preliminary negotiations for positions of the caliber indicated above, through a procedure individualized to each client's personal requirements. Several weeks are required to negotiate and each individual must finance the moderate cost of his own campaign. Retaining fee protected by refund provision as stipulated in our agreement. Identity is covered and, if employed, present position protected. If your salary has been \$2,500 or more, send only name and address for details. R. W. BIXBY, Inc., 118 Delward Bldg., Buffalo, N. Y.

PHOTOSTAT PRINTS

Photostate reproductions only 12c, letter size; (in quantities still less).

Strengthen sales promotions with prints of testimonial letters, orders, etc.

For office duplication, often costs less than typing or contact boxes.

MATHIAS and CARR, Inc. 165 Broadway; 1 East 42nd Street COrtland 7-4836



a promotion booklet on "Advertising in War-Togs Serves the Essential Mining In-dustries," with examples of "know-how" dustries. copy of advertisers.

Todd Barton, former newspaper advertising executive, is elected vice-president and general manager of Independent Grocers Publishing Co., New York, publisher of thhe Independent Grocer Ellison M. Whitney, recently with Macfadden Women's Group, becomes New England field manager of Drug Topics, Drug Trade News and Food Field Reporter, succeeding Nathaniel Beck, now with the Army Air Corps.

Ad Distributors Elect Adams President

Harry L. Adams, formerly in executive sales capacities with Kellogg Company and Borden Company, is elected president of Advertising Distributors of America, with headquarters in New York. He succeeds Col. C. R. Baines, who is now on active duty with the Army.

Radio

Blue network makes news with announcement of a "teamed sponsorship" plan, for advertisers who still have public recognition to hold even though they may not have products to sell. A program suited to win-the-war psychology is being offered to four non-competing manufacturers, each of whom will be plugged every fourth week and all of whom will be mentioned every week. Thus, says the Blue, an advertiser gets "52-week reminder effectiveness for the cost of 13 weeks of competitive pre-war type' selling." Usual volume discount rates apply. All Blue stations must

Westinghouse stations WBZ, Boston, d WBZA, Springfield, Mass., both 0,000 watts, join the Red network on and WBZA, Springfield, Mass., both 50,000 watts, join the Red network on June 15... WNBF, Binghamton, N. Y., CBS outlet, increases power to 5,000 watts day and night ... WMC, Memphis, Red network station, will go to 5,000 watts day and night about July 1... WHN, New York, put its frequency modulation transmitter, W63NY, into operation on June 1... WGH, Newport News, will join Blue network on October 1... Mutual Broadcasting System starts to broad-

PHOTOS 8 x 10 quantities

Genuine photographs made from your own photos, in any size or quantity. Postcards, 1½c; 5x7's, 3½c; 11x14's, 12c, in quantities. Daily capacity, 15,000 arge prints. Send for samples and price list B. Special: 30x40-inch enlargement, mounted. \$2.50

MOSS PHOTO SERVICE, 155 W. 46th St. BRyant 9-8482 New York City

Serving accounts from coast to coast

WHAT MAGAZINE REACHES THE BIGGEST BUYING BULK OF AGRICULTURAL AMERICA?

OVERWHELMINGLY AMERICA'S LARGEST RURAL MAGAZINE ... 2,600,000

cast a series of programs in Portuguese to eight Brazilian cities, in cooperation with the Coordinator of Inter-American Affairs.



Carleton D. Smith, now manager of Station WRC, Washington, D. C.

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Carleton D. Smith is named manager of WRC, Washington, Red network station, succeeding Kenneth Berkeley, who is now manager of WMAL, Blue network station there . . . Harry C. Butcher, CBS vice-president in charge of Washington opera-tions, goes on active duty as a lieutenant commander in the navy . . . Raymond Gram Swing will become an NBC commentator in September . . . Gilson Gray, CBS commercial editor, and Edward Price Ehrich, in charge of syndicated program sales in the NBC radio-recording division, join the Navy. Claude Barrere succeeds Mr. Ehrich . . . Stockton Helfrich is appointed manager of NBC's continuity acceptance division, succeeding Janet MacRorie, who resigned last April.

"Red Ryder" and "Superman"

When General Mills recently moved two of its popular children's serials, "The Lone Ranger" and "Jack Armstrong," to the Blue network, Mutual Broadcasting System set out vigorously to fill the gapshold the audiences.

Mutual signed to broadcast the newspaper comic strip character "Red Ryder" at "The Lone Ranger's" 7:30 p.m. time, and starting on August 31, will broadcast "Superman" at the Jack Armstrong time, 5:30

to 5:45.
"Superman" made his radio debut on recordings over ten stations in February, 1940. This serial has been syndicated to as many as 60 regional sponsors throughout the U. S. and Canada.

Since his first appearance in Action Com-

ics, three years ago, "Superman" has been syndicated to 300 daily and 85 Sunday newspapers. He is also the subject of Superman Magazine and of monthly Paramount shorts in Technicolor.

To a Company President or General Manager with too Much on His Mind:

I recommend the services of this man. His assets are these:

man. His assets are these:

1. He is a self-starter. He can analyze the problem—whatever it is—and then find a solution for it.

2. He has an especially valuable combination of experience in marketing, advertising, public relations, and the training of other people.

3. He Works congenially with others.

4. He has both an imagination and a sense of humor.

Because of his ready adaptability to new situations, he would be especially valuable to a company whose standard procedures have been turned topsy-turvy by the war, whose problems therefore have not only multiplied, but have changed and are changing faster than a depleted staff can meet and master them.

Address: Managing Editor,

Address: Managing Editor, Sales Management 386 Fourth Avenue, New York, N. Y.



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Booklets reviewed below are free unless otherwise specified, and available either through this office or direct from the publishers. In addressing this office please use a separate letterhead for each booklet requested, to facilitate handling. The address is SALES MANAGEMENT, Reader's Service Bureau, 386 Fourth Avenue, New York, N. Y.

Will America Have to Jack Up Its 29,000,000 Automobiles? Most of us accept the fact of the rubber shortage but only a relatively small number really appreciate its gravity. Even though we are daily encountering its cramping effects we are inclined to view the difficulties that stem from it as personal or business problems and miss its full import in the national picture. This booklet, by John L. Collyer, president, The B. F. Goodrich Co., translates the problem into its national statistical proportions and shows what must be done in the way of conservation to bridge the gap between current supplies and the eventual large-scale production of synthetic rubber. The country's greatest stock pile of rubber, he points out, is in the form of unused mileage in 173,000,000 tires and tubes now in possession of American consumers. Only by realistic planning and prompt action can we make this hoard of miles last until synthetic production can carry the load. Sales managers especially will be interested in his 10 rules for tire health, which tell not only what should be done to keep tires rolling but why it should be done. They can obtain copies by writing to H. W. Maxson, The B. F. Goodrich Co., Akron, Ohio.

"Coast-to-Coast" Coverage of Michigan. This is the 1942 edition of data on the eight markets covered by the Booth Michigan Newspapers—Grand Rapids, Flint, Saginaw, Jackson, Kalamazoo, Bay City, Muskegon and Ann Arbor. Attention is called to the wealth of new 1941 census statistics which are particularly pertinent right now with Michigan leading the country in war production and business potentialities. The information has been assembled for filing under the general Michigan classification. A composite picture of these markets is presented first and then each area is treated separately in its own four-page folder. The information includes population, number of families, business indices and statistics on homes owned and rented, homes with telephones, gas meters and electric meters as about retail outlets. For copies of new edition, address Ralph Bastien, Booth Michigan Newspapers, Buhl Building, Detroit, Mich

Facts in Food and Grocery Distribution. Here, in a 24-page booklet, is a fulsome recapitulation of the food and grocery distribution story that unfolded during 1941. The opening article reports that last year food sales in all classes of stores were the largest in history and the survey goes on from there to highlight activities in the various phases of distribution that compose the food products field. Much of the story is told in picture charts and tables. Part I deals with 1941 as a record year and relates it to the period from 1929 to January of this year, the data being grouped according to the number of retail stores; division of retail food sales among chains, independents and specialty stores; annual sales volume for individual chains; changes in retail prices; and the sales record of independent stores during 1941 with a survey of operating expenses in 125 of these outlets. Part II is a comparative study of volume and change in the several types of outlets based on Census of Business figures for 1939, 1935 and 1929. For copies write Carl W. Dipman, The Progressive Grocer, 161 Sixth Ave., New York, N. Y.

Up-to-the-Minute Facts on Rockford. According to this bulletin sugar rationing disclosed a 9.11% increase in population in Rockford, Ill., since the 1940 Census. This figure, representing 11,034 new residents, does not include the thousands of soldiers at Camp Grant and members of their families who have moved to Rockford. The bulletin uses reports from the state department of finance and the census bureau to show retail sales at a new high, with Rockford not only above the state average but leading the state in sales gains. The bulletin is a semi-monthly service sent on request to interested sales, marketing and advertising executives. To take advantage of this service, write John Stafford, Rockford Star & Register Republic, Rockford, Ill.

Spot Broadcasts for Sales. This elementary exposition of spot broadcasting is based on the premise that most business men are only partly right in their understanding of the term. It admits that it is not terribly important to know the difference between local, spot and network radio unless the business man is an advertiser. In that case knowing the difference is not only important but profitable, particularly right now with wartime dislocations altering the general market pattern. Starting off with a definition of spot broadcasting, the author underscores the flexibility of this medium, showing how it works to the advantage of the advertiser in the selection of markets, the use of particular stations, the time of broadcasts, length of programs and in speedy adjustments to varying market conditions. In one chapter spot broadcasting is studied from the viewpoint of the sales manager—"for the way it fits advertising power precisely to every individual condition and to distribution, insuring maximum returns from every dollar spent." Spot broadcasting, sales managers learn, introduced the Studebaker Champion, permitted Longines-Wittnauer to sales-manage its advertising, stimulated carload sales at chosen times for the Washington State Apple Commission, strengthened dealer support of Atlantic Refining Co., and enables sellers of seasonal products to follow the seasons across the map. Case histories further stress its service in the market-by-market introduction of new products, synchronizing intensive crew work with advertising, and as a supplement to network and other media. Also for the sales manager's attention are the remarks on spot broadcasting as a test medium and as a strategic medium under wartime conditions. This booklet, printed in two colors on heavy stock, with typography, line-spacing and marginal sketches to enhance the appeal of the message, is easy to look at and easy to read. For copies of this booklet write to John Blair, John Blair & Co., 520 N. Michigan Ave., Chicago, III.



Beauty of golden-rose sunsets ... mystery of light-spangled night over a romantic city ... glory of the great, 2-bridgespanned Bay under moonlight ... this is the unforgettable picture of San Francisco from the Top of the Mark. * Let that gorgeous panorama become your private view! No matter how brief your visit, see more of San Francisco...her beauty, her romance, her fascinating life . . . stop at the Mark Hopkins! ★ Rates from \$5.00. Garage in the building. Special reduced rates for service men and their families.

HOTEL

MARK HOPKINS

SAN FRANCISCO

High atop Nob Hill

GEO. D. SMITH, General Manager



'HO SMEARS BUSINESS? This question came up at a recent meeting of business paper editors and it was the almost unanimous opinion that the most complete answer was, "Business smears business." By this they meant that ruthless tactics between companies within a given industry or between major in-dustries resulted in more of a bad reputation for business than was produced by such other factors as organized labor, college theorists and wild-eyed congressmen or administrative officers.

Out of the discussion by these business editors emerged one practical idea which is not being followed by any considerable number of companies. That idea, briefly, is this: The best, the first, the most obvious place to tell the good side of business, the place to point out its worthwhile achievements in helping to win the war, in pumping purchasing power into the body politic, in creating greater employment and the like, is in your home town and in those cities where you are known through branch factories and

Every congressman, every senator, has to run for reelection. He always has his ear to the ground for rumblings from his constituents. If he is sincere, he probably tries to represent them, to carry out their wishes. If they believe that business is venal and ruthless, he is likely to vote for almost any measure which punishes business. If, on the other hand, he knows that his own people have an understanding and appreciation of the benefits of the free enterprise system it is bound to influence his vote. The obvious conclusion to be developed from this idea is that a company which fails to do a good selling job to the general public in its home town is failing miserably in doing anything tangible to help the free enterprise system which it wants to have continued. Pounding away in the home town can be twice as effective as lobbying in Washington.

We saw the other day a demonstration of an extraordinarily able plan which had been developed by the marketing department of a large manufacturer for speeding up war production in its plants. The idea is similar to many which could have been developed by private industry or by the OEM or WPB,-for dramatizing war and production through hanging of Hitler and beheading Hirohito. This particular plan was so effective in speeding up production that other companies wanted it, and the father of the idea sold the basic materials for contests and posters at cost to plants throughout the country. A man who had been listening to the story asked this company executive whether they had done anything to tell the story of their achievements to the people in the city where their plant is located—a city of some 100,000 population. "Well," he said, "the local papers gave us a story."
"But," continued the questioner, "I should think you

would be so proud of what management and labor have

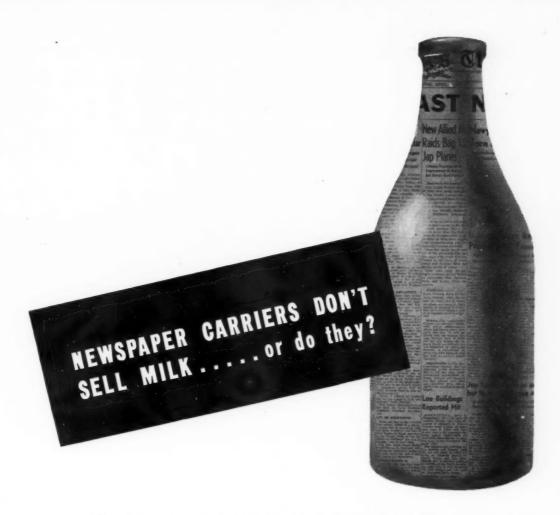
jointly done that you would want to be sure that the people in your community had the complete story and that you would, therefore, take a page in the local papers to be sure that your side was told accurately and completely.

The man who had devised the plan and who had explained it at the meeting was the advertising manager of the company, a man who was fighting hard to retain his job when his company had gone 100% to war production. He was a smart man or he would not have been able to create such a successful personnel plan. Yet he had to admit to his questioner that it never occurred to him to tell the story in his home town papers and that furthermore it had never occurred to the business departments of those local papers to suggest that he tell his story in their advertising pages.

LANNING VS. THINKING. Nearly every alert business association these days devotes a considerable part of its convention time to discussions and forums on post-war planning, and most magazine and newspaper editors are likewise obsessed with the idea. For example, we are planning articles on the subject for SALES MANAGEMENT which we think may be interesting. Yet, from talking with many business men we find a lack of anything that might be called feverish interest in the subject. We wonder if it can't be traced to two things -admitted inability to look ahead for more than three months at a time, and a distrust of the word "planning," because it has become associated with theorists and fanatics.

Let's grant that probably even the ablest of our politicians and war leaders cannot see any further than three months ahead. If this is so, then business men with their more limited knowledge of world conditions can be excused for not posing as prophets of post-war economy. But, to go to the other extreme—thinking only about current conditions—is unquestionably wrong. "Planning" seems to most of us to call for one definite plan and we are too confused about post-war possibilities to come across with any one perfect plan. Yet we should be thinking about the various possibilities and problems after the war and devising alternative plans so that when the great day arrives we can pull a plan from the folder which, partially at least, meets a combination of problems and circumstances which cannot be foretold.

The organization of which the marketing heads are not doing any thinking about post-war problems is so asleep that it will take it months, quarters, possibly years to catch up with those organizations which have given to one man or department the responsibility for devoting a considerable share of today's working time to thinking about postwar possibilities and devising a set of plans for marketing the vastly increased production which will then be possible.



Yes they do—at least Los Angeles' Adohr Milk Farms discovered so. A survey (made by Adohr itself) of the newspaper reading preferences of their customers showed that one newspaper—the Los Angeles Times—was a head and shoulders standout. With the largest home delivered circulation on the Pacific Coast, that The Times is naturally tops in selling milk, groceries, or any products for which families are prospects.

LOS ANGELES TIMES

REPRESENTED BY WILLIAMS, LAWRENCE & CRESMER NEW YORK, CHICAGO, DETROIT AND SAN FRANCISCO

JUNE 15, 1942

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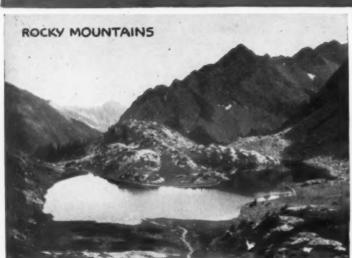
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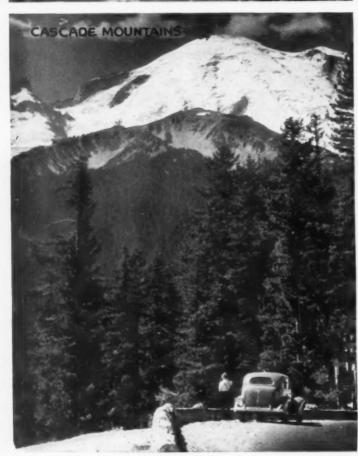
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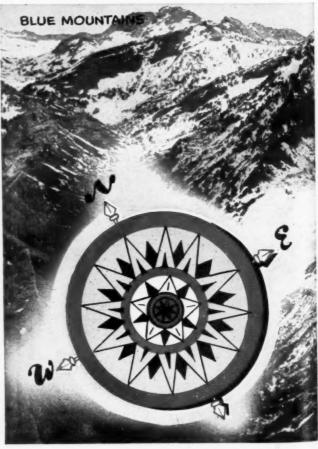
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BOUNDARIES OF THE SPOKANE AREA Defined









SALES MANAGEMENT

BOOK OF REFERENCE THROWS LIGHT ON A MARKET THAT IS DISTINCTLY DIFFERENT!



Yes, the Spokane Market is Distinctly Different. Note below the definitions of its four boundaries as given in the COLUMBIA EN-

CYCLOPEDIA. Within these mountain walls is found one of the most productive and diversified areas in North America. The Spokane Market is as large as New England. It has more people than live in Pittsburgh, nearly as many as live in Boston. It produces tremendous quantities of the wheat, meat, wool, metals and lumber which the country needs today. In 1933 construction was begun on Grand Coulee Dam, a daring engineering project designed to harness the nation's second largest river. Today the dam is completed and turbines are converting the onward rush of the Columbia into power for new industries. As a result of Spokane's strategic location, over \$140,000,000 in new capital is being invested in the Spokane area—thousands of skilled workers and their families are flocking here in order to benefit from the many new opportunities and swelling payrolls.

EASTERN BOUNDARY

Rocky Mountains, the longest and highest mountain system of North America, consisting of a series of ranges extending from the Alaskan Range (Mt. McKinley, 20,300 ft.) S through Canada and the United States into New Mexico. It includes the Mackenzie, Pelly, Stikine, Cariboo, and Selkirk mountains in Canada, and the Bitter-Root, Lewis, Big Belt, Little Belt, Absaroka,

WESTERN BOUNDARY

Cascade Mountains, northern continuation of the Sierra Nevada range, ab. 500 mi. long, which parallels the Pacific coast (and the Coast ranges) at a distance of from 100 to 150 mi. through Oregon and Washington, into British Columbia. The range shows evidence of volcanic activity in the later geo-logical periods, and all the highest summits are logical periods, and all the highest summits

NORTHERN BOUNDARY

Selkirk Mountains, range of the Rocky mts., SE Br. Columbia, E of Kootenai and Arrow lakes and within the great bend of the upper Columbia river. It rises to 10,800 ft. in Mt. Sir Donald, and comprises some splendid scenery. A railroad crosses the range between Revelstoke and Banff. Much of the Selkirks has been set aside for national

SOUTHERN BOUNDARY

Blue Mountains.

mountains averaging ab. 6,000 ft. in elevation in NE Oregon and SE Wash., which, with the Powder River mountains, separate the Columbia River valley from the Great Basin.

THE SPOKESMAN-REVIEW

Spokane Daily Chronicle

EVENING

Advertising Representatives

JOHN B. WOODWARD, Inc.

New York - Chicago - Detroit Los Angeles - San Francisco

Color Representatives

Sunday Spokesman-Review **Magazine and Comic Sections** Newspaper Groups, Inc.

COMBINED DAILY **CIRCULATION** IS NOW OVER 120,000

> 81.24% UNduplicated



WHILE millions of men work un-VV der the pressure of war-while millions more leave for the armed forces—their homes must be held to-gether; and that job has been left to

Never before have the buying prob-lems of homemakers been so serious. Faced with spreading shortages, irregular meal hours, family relocations - where can women turn for help?

If ever women needed women's service magazines, that time is now. The demand for women's service magazines in recent months has outstripped the combined man-and-woman demand for any other type of magazine. Companion circulation has been surging ahead to the highest total in history.

What editorial magic is producing these gains? For answer, see the service pages in women's magazines! There alone can the homemaker get the "know how" of nutrition, budgeting, family health, wise buying.

The practical Companion, edited for

this emergency, aimed straight at readers' wants, keeps in closer touch with women's wartime problems than any other medium.

The truth is that never before in the Companion's history have advertisers been able to buy such intense consumer interest in so essential a market.

* Woman's Home

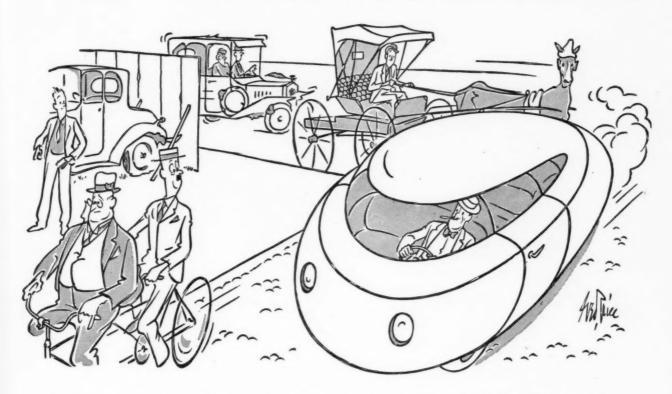
* Understanding Women is Our Full-time Job!

A 3-TO-1 GAIN IN HIGH READERSHIP

In the six months' period, June-November 1940, when war was not yet affecting American homes, there were 76 features in the three ten-cent women's books which had over 50% readership.* But in the six months' period, August 1941-January 1942-which embraced a growing war-time economy, 223 features had over 50% readership—a 3-to-1 gain. That's the kind of readership which gives striking power to advertising. Now is the time and the Companion is the place to use it. *L. M. Clark continuing survey of readership

So you thought there'd be

NO NEW MODELS FOR '42?



Last year's cars and clothes and cooking utensils will have to do for the duration. In network broadcasting, however, there's no need to wait for the new model. It's here! It's the Mutual Network for 1942...the most improved model in the field!

Here are some Mutual improvements:

More Popularity (where popularity counts most)

Mutual stations for 1942 rate third or better in popularity, day and night, in 12 of all 14 cities of over half-a-million population. Primary coverage of these MBS stations includes 44.4% of all U.S. radio homes. And in other important markets, Mutual programs rate up to four times as high as in the key cities.

More Power (where power counts most)

Mutual stations for 1942 serve the 14 largest

markets with 26,750 more watts than in 1941. With one 1,000-watt exception, Mutual stations for these top markets have either 50 kilowatts or 5,000 watts. And the combined power of *all* Mutual stations is 150 kilowatts greater than in 1941.

More Economy (when economy counts most)

Mutual stations for 1942 deliver these advantages at lower cost than any other network. For example, less than \$6,000 buys an advertiser five quarter-hour daytime broadcasts a week, via as many as 80 MBS stations. And similar economies are available in all other Mutual schedules, each arranged to meet the individual advertiser's problems.

The 1942 Model Network — Popularity, Power, and Economy — Where and When They Count Most

THE MUTUAL BROADCASTING SYSTEM

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MARCH 1942 WAS THE LAST ISSUE PRIOR TO THE INCREASE TO THE 15¢ PRICE

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ME IN HISTORY THAN IEN ACCUNTERS ON'S SERVICE MAGAZINE -

Circul March Issue

7075

McCall's Guarantee's a maximum advertising rate per thousand net paid circulation—by issues

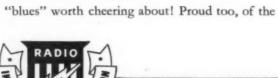


Since Pearl Harbor, more bluejackets have enlisted from Detroit than any other district in the nation. This didn't *just happen*. When recruiting offices sought assistance, WJR assigned a staff member as civilian radio advisor. Dramatic broadcasts portraying life in Uncle Sam's Navy were created and produced. Navy news was aired in special newscasts. Naval heroes recounted their thrilling experiences before WJR microphones. And enlistments swelled.

We're proud of Detroit's men in navy blue...
"blues" worth cheering about! Proud too, of the

silver plaque presented to us "in appreciation of co-operation in furthering naval recruiting."

Still another "blue" we regard with pride is our blue Minute Man flag...the *first* issued to *any* radio station...emblematic of 100 per cent employee acceptance of the pay roll savings plan for U. S. War Bonds.





BASIC STATION...COLUMBIA BROADCASTING SYSTEM
G. A. Richards, President...Leo J. Fitzpatrick, Vice President and General Manager

Edward Petry & Company, Inc. National Representative

SALES MANAGEMENT

Flower Shop



Money Going to Mork

• Here's the way the husbands of five new Journal subscribers in New York - taken in the very order their wives' subscriptions were received - would look if they met on their way to work. It could be called a new-style American income grouping — for the new money is spreading wide, and much of it is being spent for the HOME. Proof? Their wives are buying the Journal . . . best evidence of wide-awake women seeking practical help in home strengthening and home spending.



 Reflection of this trend . . . the Journal's advertising revenue for the first six months of 1942 tops the first half of 1941 by close to half a million dollars . . . for the best comparable six months in ten years!

Reaching a Cross-Section of America

Machine Shop

1 boy, 7

Florist Designer Stenographer Sales Manager Manufacturer Engineer Store Prop. Lawyer Office Mgr. Building Trade Salesman Bookkeeper rtist Dentist Bookkeeper Bank Clerk Accountant Dentist Bank Teller Clerk

Secretary Salesman Chiropodist Baseball Player Ice Dealer Lawyer Designer Mechanic

Manager anufacturer chanic quor Dealer lesman wyer

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tired alesman xecutive ctor staurateur ucker ntractor ecutive hufacturer

othier erk bre Manager cretary yer

orney Engineer . Postman

Teacher Engineer



From breakfast to bedtime...

7:45 A.M., INQUIRIES COST 3# - 11 P.M., SALES COST ONLY 6%

An oil company had key-holders to give away, and a publication representative had subscriptions to sell in the Los Angeles market. The oil company made its offer two consecutive mornings over KNX on Nelson Pringle's news analysis program at 7:45 a.m., using a single mention on each closing announcement. He got 5533 requests at a time cost of less than 3 cents each...and had to call it off because his supply ran out.

The publication agent bought six announcements on KNX's 11 p.m. news with

Knox Manning. He got more than 800 orders from customers, and each subscription cost him less than 6 per cent of the sales price. He also used four other stations. The next highest (another network station) cost him 70 percent more per subscription than KNX cost, and the other three cost five times as much.

So KNX news was good news for both advertisers. All day and all evening and all night* KNX gets results for advertisers. What about you?

KNX LOS ANGELES • 50,000 WATTS

*Ask about our Swing Shift for the new nighttime Market!





COLUMBIA'S STATION FOR ALL SOUTHERN CALIFORNIA • Owned and operated by the Columbia Broadcasting System • Represented nationally by Radio Sales: New York, Chicago, St. Louis, Charlotte, San Francisco

Marketing PICTOGRAPHS

successful men

Only opportunity to meet and hear headquarters staff

Get a review of the year's work

Learn of plans for coming year

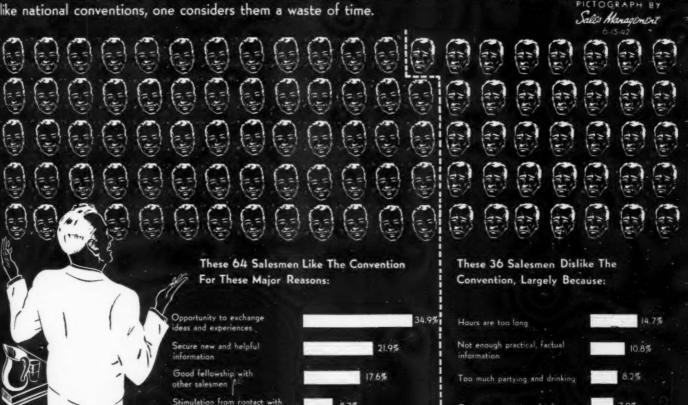
Planned by Philip Salisbury, Executive Editor. Designed by The Chartmakers, Inc.

For the first time since Marketing Pictographs were established as a SALES MANAGEMENT feature in 1937, the editors are devoting the entire section to a picturization of selected findings from one study. The Boston Sales Managers Club has set a goal of worthwhile endeavor for other clubs to shoot at by sponsoring a nation—wide questionnaire study of salesmen's attitudes, and under the editorship of Dr. Harry M. Tosdal and Dr. Ross M. Cunningham the findings have been published in book form under the title, "What Salesmen Think of Sales Managers." It should be "must" reading for every sales manager.

The questionnaire, which was answered by 1,500 salesmen, covered 16 printed pages, and took in every phase of salesmen's operation. These few pictographs give, we hope, the flavor of the eleven chapters and several appendices and charts of this great book.

IOO SALESMEN ATTEND YOUR NATIONAL CONVENTION

The 1,500 salesmen answered a number of questions about their contacts with the home office and with their boss, the Sales Manager, including one which dealt with meetings at headquarters. Out of every three salesmen, two like national conventions, one considers them a waste of time.



Not enough practical, factual information.

Too much partying and drinking.

8.2%

Over-concentration of information.

7.0%

Not enough chance for salesmen to participate.

Too much time lost from territory.

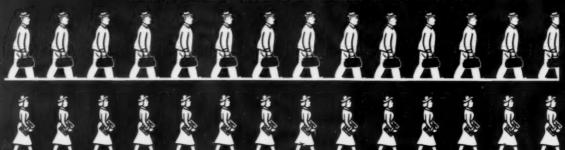
Too much inspirational stuff.

6.2%

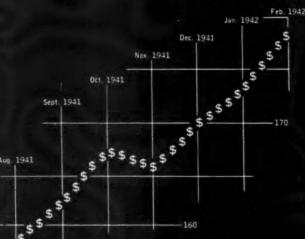
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THE "MIDDLE CLASS" MARCHES ON

PER CENT INCREASE OF "MIDDLE CLASS" FAMILIES, FEB. 1942 vs. FEB. 1941

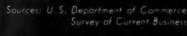


The income producers of 61.4% of Modern Magazine's families are skilled, semi-skilled or unskilled wage earners ... a larger percentage than that of any other general magazine. Practically all of them are engaged in war industry production...working more steadily, receiving higher pay and making overtime and plus-production bonuses.

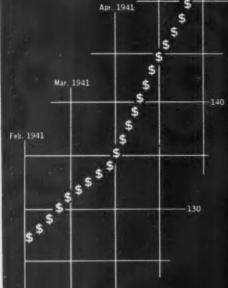


INDEX OF U.S. PAYROLLS FEB. 1941—FEB. 1942 May 1941 \$\$\$

July 1941



Modern Magazines General Survey, 1942



Did you read this tax analysis in Time for May 11th? "One economist's estimate is that the farmer and labor groups, whose 1939 income was about 45 billion, will be earning at the rate of 80 billion by this year's end. Out of this 35 billion increase, the present Federal taxes and all the proposed tax increases would catch only some 11/2 billion; according to this figuring, the total Federal tax bill on the 80 billion would be only 5 billion. . . . Business and businessmen who will be earning 35 billion by year's end (up only 5 billion or so over 1939) will pay 20 billion-60% to the Govt."

Modern Magazines' circulation, at the highest point in its history (and with a 30% bonus) reflects this tremendously increased SPENDABLE INCOME.

PER CENT INCREASE IN MIDDLE CLASS" INCOM FEB. 1942 vs. FEB. 1941



U S WAGE

ADGRAPH BY

MODERN MAGAZINES

MODERN SCREEN · MODERN ROMANCES · SCREEN ROMANCES 149 MADISON AVENUE, NEW YORK, N. Y.

SALESMEN APPRAISE YOUR SALES LETTERS

Fifteen hundred salesmen were asked the major question "What do you think of your Sales Manager's correspondence with you?"

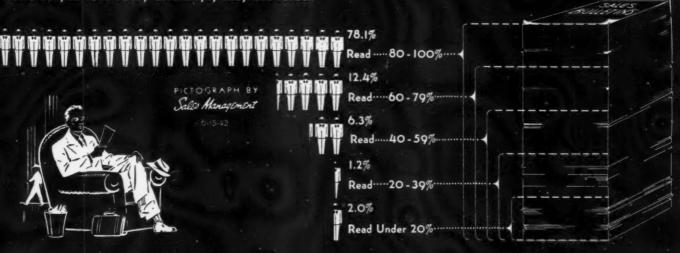
THIS MAY BE HOW YOUR LETTERS LOOK TO YOUR MEN:



WHAT'S WRONG WITH SALES BULLETINS?

The 1,500 salesmen respondents deny that a recent SALES MANAGEMENT cartoon is typical of them -- the one showing two salesmen in a hotel lobby, with one tossing a bulletin into the waste basket and saying to the other, "Some day I'm gonna throw away one of these bulletins from the home office and its gonna turn out to be my commission check!"

In answer to the question, "What percentage of your sales bulletins do you read really carefully?," they answered:



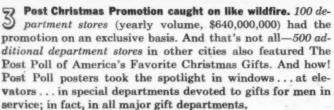
They offered many suggestions for improving bulletins, the leading ones being: greater condensation, more product information, less frequent issues (tied with more frequent issues), better eye-appeal, less "rah-rah," more effective training in salesmanship, more concentration on the salesman's <u>real</u> problems.

Source. What Salesmen Think of Sales Managers, by Tosdal and Curningham, the Boston Sales Manager Club











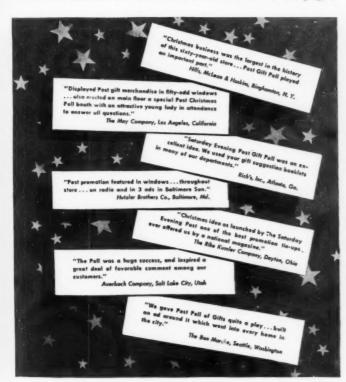
5000 Drug Stores used the promotion to boost sales. And 500 men's wear stores, 1000 electric appliance and furniture stores also did outstanding jobs with the Post Gift Poll. Tire, radio manufacturers—even life insurance companies—hitched their selling to the Post promotion. Our personal Santa (now you know why he's exhausted and late) collected sales evidence from 7100 stores in the form of letters, wires, photographs and newspaper tear sheets.



Poor Santa! He's so tired...almost on the verge of collapse. He just arrived with a long story to tell. It all started when The Saturday Evening Post hit on an idea to lighten the burden of Christmas buying for stores' shoppers. The Post asked 10,000 families, "What do you want for Christmas?" then printed the list of America's Favorite Christmas Gifts in the December 6 Post in five color pages.



2 Crowds of shoppers stopped...looked in windows... then swarmed into stores that displayed color enlargements of Post Christmas pages. All over the U.S. the shopping public was elated at finding something to take the guesswork out of "What to give for Christmas." Retailers were enthused (with good reason)... fewer perplexed shoppers... fewer presents to exchange after Christmas.



Praise letters poured in from stores in wholesale batches. (Bigger and better business was the verdict.) Likewise the Post received newspaper pages to show how stores in their own ads featured nationally advertised merchandise and Post advertisers. We counted 154,027 lines of such advertising. SANTA'S COMMENT: "Stores tell me that in their experience no other magazine matches the selling power of The Saturday Evening Post."



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HOW MUCH TIME FOR SALES REPORTS?

Salesmen gripe a lot about the time spent (wasted, to them) in filling out daily sales reports, but a survey among 1,500 representative salesmen shows that for over 60% of the men the time spent in making reports ranges from only 10 to 39 minutes. Here is the breakdown:

Source: "What Salesmen-Think of Sales Managers," by Toodal and Curmingham, the Boston Sales Managers Club

LESS THAN IO MINUTES

10-19

28.3%

20-39

40-59

MORE THAN 60 MINUTES

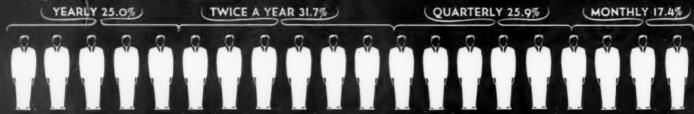
20.6%

20.6%

Evening is the common time for completing reports (73.6%), but a substantial number fill them out during the day, as calls are made, or immediately after selling work for the day is completed. With the beginnings of unionization, and demands for limitations on salesmen's working hours, the time required for reports and other non-selling work assumes increasing significance.

SALES CONTESTS ARE VIEWED WITH MIXED EMOTION

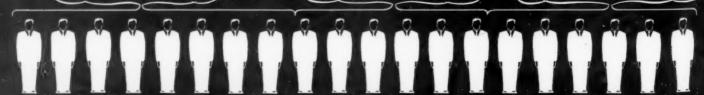
In a survey among 1,500 salesmen, where more than a thousand expressed their opinions of sales contests, one out of every five checked the space, "disliked them", two out of every five liked them very much, and the others had no strong feeling one way or the other. The preference votes as to the frequency of contests show a slight leaning toward two contests a year:



The salesmen were asked, "How effective are sales contests in getting you to do your best work?" and they answered:

(VERY STIMULATING 41.7%)

(NOT AT ALL EFFECTIVE 30.2%)



Improvements desired by the salesmen include: prizes which provide a real incentive, they should be more equitable as between salesmen, they should compensate for territorial differences, the goals should be more possible of attainment.

Source: "What Salesmen Think of Sales Managers," by Tosdal and Cunningham, the Boston Sales Managers Club

Sales Management





We hit it on the button ... for Mr. Sutton

out

ad ght **T**his spring, client A. K. Sutton of Charlotte completed his 820th week on WBT.

His 820th consecutive week, mind you! That schedule, laid end to end, reaches back to 1925. Whether or not Mr. Sutton's long record as a WBT advertiser is a national topper, we don't know. But we do know that consistency like this shows how well advertisers regard WBT as a medium in the rich Charlotte market.

There are many good reasons why Mr. Sutton found WBT so profitable for so long. Why not ask us or your nearest Radio Sales office to tell you about them?

WBT charlotte - 50,000 watts

THE STATION AN AUDIENCE BUILT

Owned and operated by the Columbia Broadcasting System. Represented nationally by Radio Sales with offices in New York, Chicago, Los Angeles, St. Louis, San Francisco.



THE SALESMAN'S TEN MOST IMPORTANT PET PEEVES

If you want to see yourself as some of your salesmen probably see you, study this list sent in by 1,500 salesmen. Forty one pet peeves were mentioned; these are the ten mentioned most frequently (there wasn't any prompting by listing possible peeves):



Other gripes include breaking promises, lack of good training, too much of a playboy, lack of positive policy, stinginess, not inspiring, takes credit for salesmen's work, interferes in purely personal affairs, plays politics.

Source: "What Salesmen Think of Sales Managers," by Tosdal and Cunningham, the Boston Sales Managers Club

A SALES MANAGER SHOULD BE THIS KIND OF A GUY

Fifteen hundred salesmen were asked to select 10 qualities which they believe their sales managers should possess. From the replies we can draw this composite picture of the ideal sales manager, with qualities ranked in order of their importance in the salesmen's eyes:



Other features wanted by the salesmen include skill in selecting successful salesmen, willingness to get out in the field, faith, friendliness and affection, teaching skill, courage, and ability to plan work scientifically.

Source: What Salesmen Think of Sales Managers," by Tosdal and Cunningham, the Boston Sales Managers Club

Sales Management 6-15-42



THE POWER OF PRESSTIGE

HELPS SELL 8,114,000 WAR STAMPS IN 18 WEEKS



1. HENRY MORGENTHAU, JR., Secretary of the Treasury, recently called on the Nation's Newspapers (and their Carriers) to assist in the sale of War Savings Stamps and Bonds.

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2. MORE THAN 850 NEWSPAPERS responded, including THE CLEVELAND PRESS. Meetings were held; the selling program explained. Then, into millions of homes went these young salesmen, now working for Uncle Sam.



3. IN 18 WEEKS' TIME, more than 8,000,000 War Savings Stamps were sold by The Cleveland Press Carriers, alone. This is a much higher average per carrier than attained by any other group in a comparable period of time.

• HATS OFF to the 3,300 CLEVELAND PRESS Carriers and the enviable record they've established. And hats off to our readers, too, for their quick and generous support of the War Stamp program.

But Clevelanders have a *habit* of responding nobly to any deserving cause sponsored by their newspapers. Perhaps it's because they *like* their local newspapers; like the friendly, intimate style of journalism for which Cleveland papers are nationally known.

By thinking of Clevelanders first, and by keeping them unusually well informed about themselves, The CLEVELAND PRESS has gained the faith and confidence of its readers. Gained Presstige, too, which means power to do good; power to move goods.

The Press is today one of America's most vital, influential newspapers. With the largest circulation in its history, and two-thirds of it homedelivered, The Press stands ready to promote any worthy cause, any worth-while product or service.

A SCRIPPS-HOWARD NEWSPAPER



The Cleveland Press

CLEVELAND IC A NEWCDADED WADVET!



[62]

SALES MANAGEMENT

People who give a damn!



Oscar was one of those boys who tire out teachers until they admit maybe it is better if he doesn't go to college—which was all right with Oscar. That was in 1938. Oscar got a job in a machine shop, and soon found out he needed to know a lot of things he had sort of overlooked in high school. So he promptly started night school, under his own steam, and on his own money.

Today, Oscar is the master mind of a mess of machinery making precision engine parts—and important enough that his firm tells his local draft board to lay off. And Oscar is still going to night school...and still reading The American Magazine.

Oscar is one of those people who do give a damn—the get-it-done kind of guy who means so much to this country. The American is the same kind of magazine—which is why it meshes so well with Oscar, and some 2,350,000 families of folks like him.

ENTERTAINMENT? Sure—The American Magazine has lots of it, and the best, too.

But the people who like this magazine so much don't buy it just for laughs, a let-down, or to kill time in transit. It's serious business with them—and as an advertising medium should be serious business with you.

Today, when everybody's success is our national survival and victory, The American Magazine blueprints the big issues, spotlights the significances, helps Americans understand what they must understand these days; has become the guide book and house organ of the millions of Americans who not only make sales—but make opinion, make Congress step around—and get action for advertisers!

Because it means so much to so many people, The American Magazine obviously is best able in these times to get under the skin and into the gray matter of people who mean the most to your business and your future . . . Find out more about The American

Magazine—and find the major medium you need this year!



the American Magazine

The Crowell-Collier Publishing Co., 250 Park Ave., New York City...720 Statler Office Bldg., Boston General Motors Bldg., Detroit...333 North Michigan Ave., Chicago...235 Montgomery St., San Francisco

From the

95 YEARS AGO ...



On May 18, two weeks in advance of the government's date for curtailing truck deliveries, the Tribune resumed newspaper delivery by a mode of transportation which it started to abandon in 1905. Thus Dobbin is back in service, doing his bit in the Tribune's program for conserving vital materials.

Golf school . . . Dobbin comes back . . . picture winners . . . ROTC . . . results . . . comic goes Hollywood . . . before postage stamps.

TOWER

HE first steam train west of Chicago made a trip on the Galena and Chicago Union Railway and a convention met at Springfield to draw up the first constitution of Illinois.

Brigham Young arrived with his followers

Brigham Young arrived with his followers at the site of Salt Lake City and city after city was falling before Major General Winfield Scott in Mexico.

Switzerland was torn by civil war and Jerome Bonaparte returned to France after an exile of 32 years.

La Riva was put to death by the cord for firing two shots at the Queen of Spain and the Arab chief Abd-el-Kader surrendered to the French at Algiers.

New Zealand was trying to draw up a charter and Kennedy led his first expedition into the wilds of Australia.

England, France and Spain decided to help the Queen of Portugal end the civil war, and the kingdom of Poland was declared a Russian province.

The Republic of Colombia freed all slaves and the Republic of Liberia was founded in Africa as a refuge for freed slaves.

Costa Rica and Guatemala became republics, Bolivia made peace with Spain and Sir John Franklin discovered the Northwest Passage.

Cavour established the newspaper "Il Risorgimento" in Sardinia, and the first issue of the Chicago Tribune appeared as 400 copies printed by one of the editors on a hand press installed in a room above a grocery store a the corner of Lake and LaSalle streets.

Born June 10, 1847, the Tribune is the only Chicago newspaper which Chicagoans have been buying for more years than they have bought postage stamps.* During the 95 years in which 55 other Chicago newspapers have come and gone, the Tribune has grown with Chicago, telling the news of America's involvement in five wars, seven major depressions, and 24 presidential elections.

The Tribune lives thru the years because it spares no expense or effort in order to fulfill the fundamental purpose of a newspaper—

printing the news.

As evidence of public response to the Tribune's service as a news publication, Tribune circulation has grown from 400 copies on the day of first publication until it is now more than 1,000,000 on weekdays and over 1,100,000 on Sundays.

*Adopted in the U.S. March 3, 1848.

A total of 8,000 cadets from 28 Chicago high schools—by far the largest junior ROTC brigade in the country—vied for honors on May 27 before a throng of 75,000 spectators at the 7th annual ROTC review sponsored by the Chicago board of education and the Chicago Tribune. Flags awarded by

Thus Dobbin is back in service, doing his bit in Tribune's program for conserving vital mater

the Tribune were presented to the winning units. During the current school year, the Tribune will award 774 medals to the outstanding ROTC cadets of 22 schools in Chicago and thruout the middle west.

Chicago's junior ROTC was launched in 1917 when the Tribune joined with community leaders and led the drive which

Chicago's junior KOIC was launched in 1917 when the Tribune joined with community leaders and led the drive which raised \$50,000 for uniforms. Thruout years of pacifist opposition, the Tribune gave vigorous support to the ROTC, presenting honor flags to units, awarding 4,758 medals to outstanding cadets and contributing in many other ways to the advancement and growth of the program which in 25 years has given military instruction to more than 20,000 men, many of whom are now in the armed forces.

"by far the best results"



"Our checks show beyond the shadow of a doubt that the Chicago Tribune gives us by far the best results per advertising dollar spent," writes Paul E. Sheldon, president of the Monarch Employment System. "As a result, we have

Paul E. Sheldon System. As a result, we have a fixed policy of dividing our advertising budget in the help wanted columns of all Chicago newspapers so that 90% of it is placed in the Chicago Tribune."

Results such as these reported by one of Chicago's largest employment agencies explain why employers and employment agencies place in the Tribune more than twice as much Help Wanted advertising linage as they place in all other Chicago newspapers combined.

SCHOOL FOR SWINGERS

Golf's oldest, biggest plan of mass instruction got under way the night of May 5 as 15,000 fans braved the chilliest weather on record to attend the opening of the Chicago Tribune's 10th annual Golf School. Held under the aegis of Illinois PGA professionals, the school is the original working model for more than 150 others now operating thruout the country. A total of 66,000 free lessons was given this year, boosting the tenyear aggregate to 395,000. The annual golf school is just one of the many activities responsible for the close personal relationship which exists between the Tribune and its readers—a relationship

which accounts for the greater returns enjoyed by Tribune advertisers.

FIRST IN PHOTOS

The Chicago Tribune was first with five photographers and six pictures included among the 1942 class A prize winners in the fifth annual press photography contest, held during the convention of the Inland Press Association. No other newspaper's photo staff in the contest received so many awards. Thus experts reaffirm what Chicago newspaper readers long have known—that the Tribune spares no expense to engage the best photographers available in order to make each day's picture presentation the tops in town.

Screen Hero

Readers of Zack Mosley's popular comic strip are soon to see a new movie serial featuring Smilin' Jack, who now follows Dick Tracy, Terry and the Pirates, Orphan Annie, Harold Teen and the Gumps as the sixth Chicago Tribune comic strip to reach the screen.



Chicago Tribune Circulation DAILY, OVER . 1,000,000 SUNDAY, OVER 1,100,000 A as nother of ble nip ive
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